

# Enterprise Peak District: Peak District Outline Economic Growth Package

Final Report

February 2014

Peak District Partnership



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Derbyshire Dales DC, Town Hall, Bank Road, Matlock, Derbyshire, DE4 3NN





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# Contents

<b>Chapter</b>	<b>Title</b>	<b>Page</b>
<b>Executive Summary</b>		<b>i</b>
<b>1</b>	<b>Introduction</b>	<b>1</b>
1.1	Appointment and study rationale _____	1
1.2	Introduction _____	1
1.3	The economic growth package of interventions _____	2
1.4	Document structure _____	2
<b>2</b>	<b>From evidence to intervention</b>	<b>3</b>
2.1	Introduction _____	3
2.2	From evidence to interventions _____	5
<b>3</b>	<b>LEPs and the Growth Agenda</b>	<b>8</b>
3.1	Introduction _____	8
3.2	What LEPs want _____	8
<b>4</b>	<b>Delivering LEP objectives in the Peak District: the package approach</b>	<b>12</b>
4.1	The Peak District package _____	12
4.2	Package framework _____	12
4.3	Potential Interventions _____	13
4.4	The priority interventions _____	14
4.5	Low Carbon Cross Cutting Interventions _____	16
4.6	Pipeline Interventions _____	16
4.7	Summary _____	17
<b>5</b>	<b>Priority interventions</b>	<b>18</b>
5.1	Introduction _____	18
5.2	'Quick Wins' _____	18
5.3	Next Steps _____	18
<b>Appendices</b>		<b>47</b>
Appendix A. Peak District evidence base summary _____		48
A.1	Executive Summary to 'Growing the Rural Economy – Evidencing the Case for the Peak District', Ekosgen, January 2014. _____	48
A.2	Economy and business _____	48
A.3	People and place _____	49
A.4	Economic linkages and interdependencies _____	50
A.5	Growing the rural economy – The Case for the Peak District _____	51
Appendix B. Potential pipeline interventions _____		53

# Executive Summary

## Introduction

Mott MacDonald and JOHT Resources were appointed in December 2013 to produce an outline growth package of interventions for the wider Peak District in February 2014. The appointment was made by Derbyshire Dales District Council on behalf of the wider Peak District partners<sup>1</sup> and utilises funding provided by the Local Government Association.

A focused review of the Peak District evidence base and Local Enterprise Partnership (LEP) approaches and priorities has been undertaken in order to arrive at a long-list of potential interventions. The long-list was discussed at a workshop in Bakewell on 16<sup>th</sup> January 2014 which led to a prioritisation of potential interventions by workshop attendees. Further prioritisation has led to a short list of core interventions and a pipeline of potential interventions being identified. The core interventions have potential to deliver economic growth which is mutually beneficial to the wider Peak District, its partners and, importantly, the LEPs which include the Peak District in their boundaries.

## Economic Value of the Peak District to LEPs

A new economic geography for the wider Peak District has resulted from establishment of LEPs – the area covered by Derbyshire Dales, High Peak and Staffordshire Moorlands districts and the Peak District National Park Authority. Six LEPs cover the Peak District - D2N2, Sheffield City Region, Stoke-on-Trent & Staffordshire, Leeds City Region, Greater Manchester and Cheshire & Warrington. They have a very clear agenda to drive economic growth, with job creation and higher value added economic activity targets. Partners in the Peak District are keen to work with LEPs to support delivery of economic growth. This economic growth package of interventions is the first iteration of their priorities for working with LEPs to deliver sustainable business growth for the Peak District.

There are major mutual benefits to be gained from strong working relationships between Peak District partners and LEPs. Not least of these is the centrality of the Peak District economy to a number of major conurbations providing a skilled workforce and some strong economic sectors including manufacturing, as well as an important managed landscape for recreation and leisure. At a value of £3.8bn annual Gross Value Added (GVA) (2010), economic output comes from a diversity of sectors with potential for growth and development.

The Peak District economy has been the subject of recent research to evidence its current position<sup>2</sup>. This shows the significant economic contributions that it makes, including:

- Annual gross value added<sup>3</sup> (GVA) of £3.8bn (2010) equivalent to 11% of the GVA of the D2N2 LEP area, 14% of Sheffield City Region, and 24% of the Stoke and Staffordshire LEP area
- Average productivity levels per full time equivalent (FTE) workplace employee in the wider Peak District above those of some LEP areas and equal to that of D2N2

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<sup>1</sup> Local Authorities, National Park Authority, Business Peak District, Visit Peak District and Derbyshire, Nature Peak District and Peak District Partnership

<sup>2</sup> Ekosgen (2014) Growing the Rural Economy – evidencing the case for the Peak District.

<sup>3</sup> GVA has been calculated using productivity at NUTS3 level by sector and applying this to FTEs in each of the study areas



- A strong manufacturing base accounting for some 16% of workplace employment in the wider Peak District and with some particular strengths in manufacturing subsectors such as food, metal products and machinery/equipment
- Strong business survival rates with 58% of new Peak District firms surviving at least four years, well above the LEP average
- A highly skilled workforce with above LEP average residents with Level 4 qualifications, at 31% (and conversely lower levels of residents with no qualifications, at 14%)
- A high quality rural environment offering unrivalled quality of life – safe, clean and green with high performing schools, good leisure facilities, little congestion and great countryside

Rurality, low wages and the typically small business size in the Peak District (90% of firms employ fewer than 10 people) present challenges. Assisted Area designation is proposed for nine wards in Glossop and Cheadle/Blythe Bridge, offering additional opportunities to promote growth, productivity, skills and jobs. However, the high value landscape also presents opportunities for business growth, as does the Peak District's central location at the heart of England closely surrounded by major conurbations.

## **A Framework for the Economic Growth Package of Interventions**

Partners have a dual approach to working with LEPs to develop interventions that can help to deliver LEP objectives:

- To work with LEPs on delivery of LEP wide initiatives within the Peak District to ensure Peak District businesses and residents are able to take full advantage of them.
- To propose interventions specific to the Peak District which will build on Peak District economic strengths and contribute to LEP objectives and targets

The Peak District framework for the Economic Growth Package of Interventions is structured on four, interlocking, programme areas (reflecting on LEP objectives), each of which encompasses a number of proposed interventions. The four programme areas, which support delivery of the Business Peak District Concordat<sup>4</sup> and flow from analysis of evidence, are:

- A: Growing new and existing businesses
- B: Targeting business sectors to grow the economy (e.g. manufacturing, low carbon and the visitor economy)
- C: Developing skills for businesses growth
- D: Developing infrastructure to support business growth

Central to all four programme areas is the 'Inspired by the Peak District brand', with potential for supporting value added to Peak District products and services across all business sectors in local, national and international markets. This will act as a 'golden thread' through all interventions.

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<sup>4</sup> A voluntary agreement between key agencies including local authorities, LEPs, University of Derby and business representatives.  
<http://www.businesspeakdistrict.com/>

## The Package of Interventions

Eight interventions are identified as priorities set within the context of the four programme theme areas. Of these, six seek to work with what are likely to be LEP wide initiatives. Two are geographically specific to the Peak District, linked to infrastructure provision. They are:

- **Accessing finance to grow Peak District businesses**  
Utilising LEP proposals for business grants and loans to support growth in Peak District businesses, ensuring these are at levels commensurate with Peak District needs
- **Growth Spokes - Building the reach of LEP Growth Hubs for Peak District businesses**  
Extending LEP proposals for Business Advice and Information Growth Hubs as growth spokes into the Peak District,
- **Physical Developments - business site(s)**  
Business premises supporting new businesses to set up and grow; and associated transport improvements
- **'Inspired by the Peak District' brand**  
Extending the reach of the Peak District Brand to support business marketing, inward investment and exporting aspirations of Peak businesses
- **Digital Connectivity**  
Supporting County Councils/BDUK investment activity in digital infrastructure where gaps exist, and business advice to support growth
- **Pedal Peak Business Initiative**  
Supporting growth of the visitor economy and its supply chains through the Pedal Peak sustainable cycling initiatives
- **Supply chain and exporting initiatives to grow Peak District businesses (linked to Growth Hubs)**  
Supporting existing business development and new business starts through business linking and supply chain development within the Peak District
- **Skills development to support business growth**  
Supporting an employer-led approach to skills development to meet identified skills gaps for employers; niche skills development in sustainable construction and energy efficiency; development of youth entrepreneurship

A further eleven interventions are identified as having potential and listed as pipeline ones for development by partners (see Appendix B). These are:

- Gap funding for business investment
- Resource management in businesses
- GOFOR (Graduate Office for the Region)
- Rural Enterprise Hub
- Rural Business Neighbourhoods
- Using Apprenticeships: All-for-1 & 1-for-All Apprenticeship Programme and Apprenticeship+ Prog.
- The Peak Social Enterprise Bank
- Peak procurement principles
- Pathways to Employment for Social Inclusion
- Peak Pop Ups
- Improving the quality of visitor facilities and accomm.

Two interventions are also identified for the low carbon economy cross cutting theme:

- Delivering Flood Alleviation and Water Management in support of business growth
- Renewable energy solutions for rural businesses

Priority interventions are being further developed with more detailed templates drafted. These remain as work in progress and will continue to develop their detail as discussion between partners and with LEPs helps to shape their progress. This first outline economic growth package is very much a live document that will continue to develop and be used by partners to start to deliver Peak District economic opportunities. It is intended to be mutually beneficial to the vision and aspirations of LEP programmes, including the forthcoming Structural Fund round 2014/20 and to supporting business growth in the wider Peak District, building on its economic opportunities and addressing its economic challenges.

# 1 Introduction

## 1.1 Appointment and study rationale

Funding for this study has been provided by the Local Government Association to Derbyshire Dales District Council (DDDC) on behalf of the four Peak District Local Authorities who jointly commissioned the work (DDDC, High Peak Borough Council, Peak District National Park Authority and Staffordshire Moorlands District Council) and other partners (Visit Peak District & Derbyshire, Business Peak District, Nature Peak District and Peak District Partnership). After a selection process DDDC appointed Mott MacDonald and Jo Talbot (JOHT Resources Ltd) to jointly work on this study together. The appointment was made in December 2013 and a short period through to February 2014 allocated for the work to be undertaken with a target to produce a first summary strategy by the end of January 2014 for early discussion with Local Enterprise Partnerships (LEPs) and following discussion with local partners, and a first outline economic growth package by the end of February with priority interventions and next steps.

The rationale for the study is fundamentally to focus on the potential for economic growth to be delivered from the Peak District and how this can support the wider strategic objectives of the Local Enterprise Partnerships (LEPs) which cover the Peak District. The ultimate aim was to produce a document which partners could agree to and which could be used to consult with the LEPs over how interventions that deliver mutual benefit to the LEPs and the Peak District could potentially be supported. This document is the output of the process and provides a foundation for further discussion and dialogue around local economic growth. It is intended to be a live document that will continue to grow and develop in detail as a result of ongoing discussion with LEPs and as partners work up proposals.

## 1.2 Introduction

Local authorities and partners have worked across administrative boundaries for many years in the Peak District and have delivered successful Peak District rural development programmes. The area has been prioritised for support through its designation as a Rural Action Zone and programmes which have built on that designation including the currently completing Peak District LEADER initiative supported through the former Regional Development Agencies and EU programmes.

The advent of the LEPs has established a new economic geography for the wider Peak District – the area covered by Derbyshire Dales, High Peak and Staffordshire Moorlands districts and the Peak District National Park Authority (PDNPA). Six LEPs cover the Peak District (including some overlap): D2N2, Sheffield City Region, Stoke-on-Trent & Staffordshire, Leeds City Region, Greater Manchester and Cheshire & Warrington. They have a very clear agenda to drive economic growth and sustain economic growth, with job creation and higher value added economic activity as important outcomes determining what future economic success will look like.

Partners in the Peak District are keen to work with LEPs to support delivery of economic growth. Business Peak District, a partnership of local authority, private sector and LEP representatives has signed a Concordat (a voluntary agreement), to help create the conditions to support sustainable business growth..

Peak District partners are aware that they need to demonstrate and present the economic case for business growth to LEPs in order to work with LEP programmes in a mutually beneficial way, including the forthcoming EU structural fund programmes for which LEPs are currently preparing strategies.

### **1.3 The economic growth package of interventions**

This economic growth package, entitled 'Enterprise Peak District' is the first iteration of the Peak District partner priorities for working with LEPs to deliver sustainable business growth for the Peak District. Its development has been supported with an economic profile evidence base for the Peak District, identifying economic strengths and weaknesses and which form the foundation on which the economic growth package is built.

The Government's Growth Deal is a competitive process by which LEPs will bid for resources to support projects that deliver economic growth between 2015/17 and then from 2017 onwards. A review is expected to take place in 2017 based on what has been delivered and at what cost between 2015/17 by the LEPs. Consequently, interventions that come forward for potential support have to demonstrate:

- Strategic fit with the aims, objectives and visions of the LEPs.
- Clear potential to deliver jobs and economic activity.
- Clear potential to be delivered within the Growth Deal timescales; 2015/17, or beyond 2017.
- Ability to deliver jobs and economic growth in a cost effective, value for money way.

This marks a clear diversion from funding regimes that have gone before which were often based on need and addressing market failure. It is important for intervention sponsors to be able to clearly articulate the ask they are seeking in terms of funding and the economic benefits they will deliver in return and as part of the deal.

Whilst targeted at LEPs, the economic growth package also has value in support of approaches to other economic development programmes that can assist Peak District partners to progress their economic growth aspirations. Peak District partners will use it as widely and as effectively as possible.

### **1.4 Document structure**

The economic growth package is set out in the following sections:

- Section 2 looks at key strengths and weaknesses arising from the evidence base work and how this leads into areas of potential economic growth activity, aligned with LEP strategic objectives.
- Section 3 provides a summary overview of LEP objectives and their targets.
- Section 4 sets out the principles and framework for interventions, working with the LEP programmes and initiatives, identifying priority and a longer pipeline of interventions.
- Section 5 provides a template for each priority intervention, its potential costs/outputs where known, and next steps for their development.
- Appendix A is the Executive Summary from the Ekosgen (2014) Peak District economic assessment
- Appendix B contains short descriptions of pipeline interventions considered as part of this study and discussed at the Bakewell Workshop on 16.01.14.

## 2 From evidence to intervention

### 2.1 Introduction

The introduction of LEPs and their role in stimulating and shaping economic growth utilising national and European funding streams, provides a great opportunity for the Peak District to ensure that its productive economy can contribute to and benefit from that growth. At a value of £3.8bn annual Gross Value Added (GVA) (2010), economic output comes from a diversity of sectors with potential for growth and development.

Peak District partners are keen to demonstrate how and where the wider Peak District economy can contribute to LEP economic growth targets and opportunities. There are major mutual benefits to be gained from strong working relationships between Peak District partners and LEPs. Not least of these is the centrality of the Peak District economy to a number of major conurbations providing a skilled workforce and some strong economic sectors including manufacturing, as well as an important managed landscape for recreation and leisure, a source of natural resources such as water and a productive economy supplying goods and services into surrounding conurbations whose residents also use the Peak District for leisure and recreation purposes (see map at Figure 2.1).

The Peak District's location creates a complexity of LEP coverage given the multiplicity of physical, cultural, market (housing and labour) and economic linkages between it and the surrounding conurbations and LEP areas. This creates challenges and opportunities in working with different LEP objectives and growth plans which are recognised and intended to be overcome through a process of collaborative working which this document marks an important starting point for. However, the Peak District is a strong functional economic area in its own right with some unique and valuable rural characteristics that can deliver and support LEP objectives for economic growth.

Partners believe the Peak District is a great place to live, do business in and visit. Businesses are proud of their association with the Peak District and the experience and opportunities it offers. Business Peak District has just published (2014) a Business Peak District Prospectus to promote doing business in the Peak District and the range of business expertise operating out of it. Collaborative work with LEPs can ensure that Peak District businesses are given the tools and support through economic growth plans to turn opportunities into reality providing economic growth that supports Peak District and LEP objectives simultaneously.

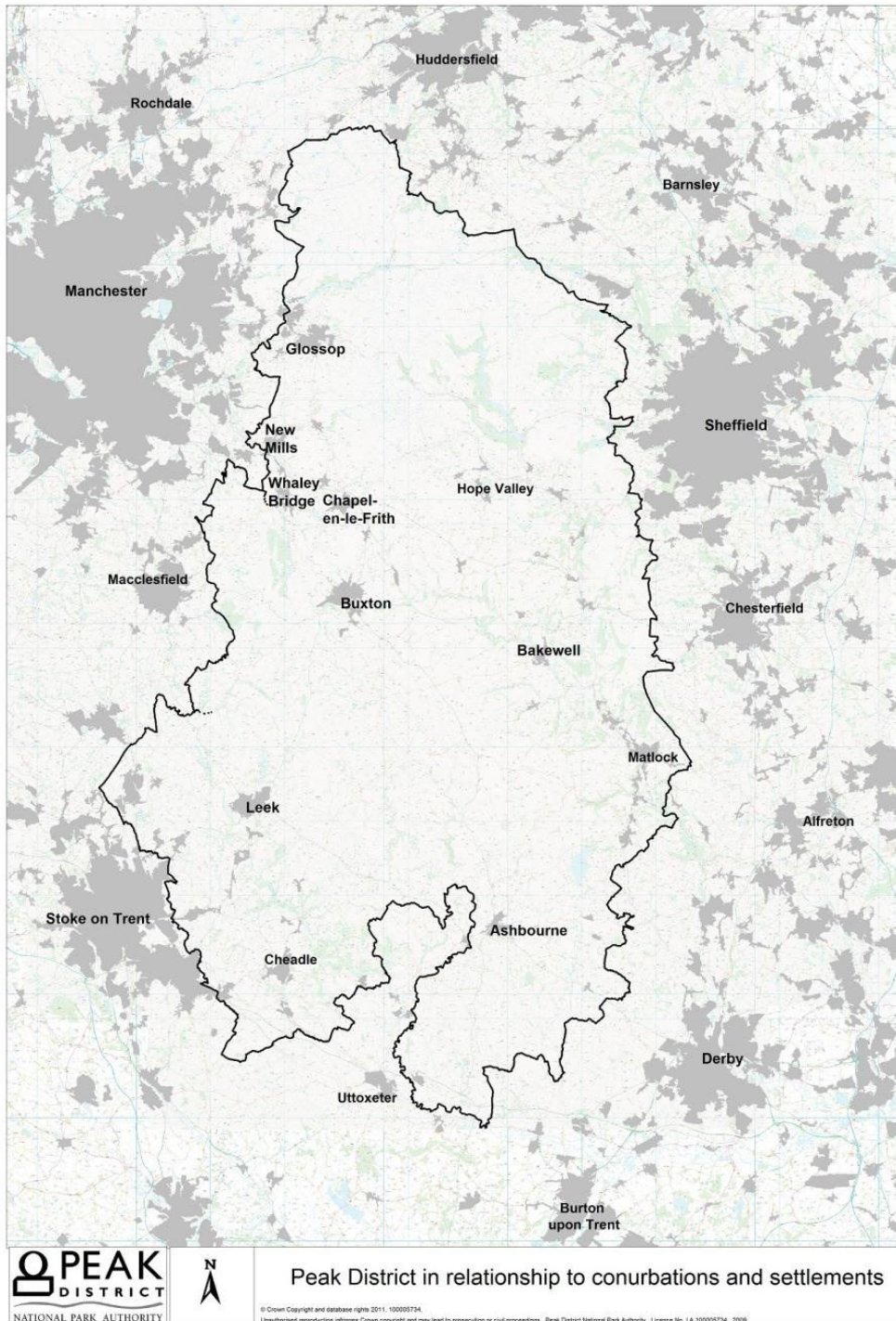
The vision for Peak District economic growth is simple, and aligned to the Government's Growth Agenda:

*“ that the Peak District should be a distinctive, high quality rural environment with an enterprising, growing and sustainable economy ”*

The Vision for the Business Peak District Concordat



Figure 2.1: Peak District in relationship to conurbations and settlements



Source: Peak District National Park Authority

## 2.2 From evidence to interventions

The Peak District economy has been the subject of recent research to evidence its current position<sup>5</sup>. This shows the significant economic contributions the area makes, including:

- Annual GVA<sup>6</sup> of £3.8bn (2010) equivalent to 11% of the GVA of the D2N2 LEP area, 14% of Sheffield City Region (SCR) LEP and 24% of the Stoke and Staffordshire LEP area.
- Average productivity levels per full time equivalent (FTE) workplace employee in the Peak District above those of some LEP areas and equal to that of D2N2.
- A strong manufacturing base accounting for some 16% of workplace employment in the Peak District and with some particular strengths in manufacturing subsectors such as food and drink, metal products and machinery/equipment.
- Strong business survival rates with 58% of new Peak District firms surviving at least four years, above the LEP average.
- A highly skilled resident workforce with above LEP average residents with Level 4 qualifications, at 31% (and conversely lower levels of residents with no qualifications, at 14%).

It also has some significant issues to address including:

- Low-wage, low-skill, part-time, seasonal, and casual jobs within the Peak District with a need for higher value jobs.
- A variable and inconsistent fast speed broadband coverage, seen as a major barrier to business development particularly where it is not yet clear how/when broadband roll out will address this.
- Some structural issues within the economy including an overdependence on public sector employment.
- Some pockets of deprivation requiring a focus for social inclusion activities.

And other economic factors which opportunities and challenges are, simultaneously, such as:

- A predominance of small businesses, with over 90% having 10 or less employees but still with some large employers such as JCB, Nestle, Swizzels Matlow, JD Williams, Lafarge Tarmac, Adams Foods and Eco-Bat Technologies. Collectively the business base delivers a significant level of GVA for the Peak District.
- A high quality landscape, important in support of inward investment and a vibrant visitor economy yet significantly dependent on a viable agricultural economy which could be subject to change through CAP reforms.

The diagram in Figure 2.2 encapsulates how the Peak District can build on its economic opportunities and address issues building from the current starting point:

- There is a need to deliver higher value jobs both through seeking growth in existing higher value sectors in the Peak District and through raising productivity in those sectors of lower value.
- There is an exciting opportunity to explore potential for development in new sectors, including those associated with the area's high quality environment and the ecosystems services it provides.

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<sup>5</sup> Ekosgen. (January 2014) Growing the Rural Economy – evidencing the case for the Peak District.

<sup>6</sup> GVA has been calculated using productivity at NUTS3 level by sector and applying this to FTEs in each of the study areas



- At the same time businesses need support and advice more generally, for example in accessing finance, supply chain development, or carrying through R&D. Peak District partners therefore want to work with LEPs to ensure that schemes for these are accessible by and relevant to Peak District businesses and will contribute to delivering LEP business productivity improvements and growth.
- The area also needs to make sure that its skilled resident workforce remains highly skilled as an encouragement to business start-up and investment, as well as build the skills of those with lower skills levels or needing pathways back into employment.
- There remains a requirement to pay particular attention to geographic areas of deprivation and groups of people experiencing problems in accessing work and training, including those areas likely to be designated as Assisted Areas<sup>7</sup>, wards which are highlighted by the Index of Multiple Deprivation as most deprived and groups such as young people trying to enter the Peak District and LEP labour markets/ economies.
- Finally, Peak District partners want to encourage more business interaction and development within the Peak District itself, to create greater economic sustainability and a lower carbon economy whilst still delivering economic growth.

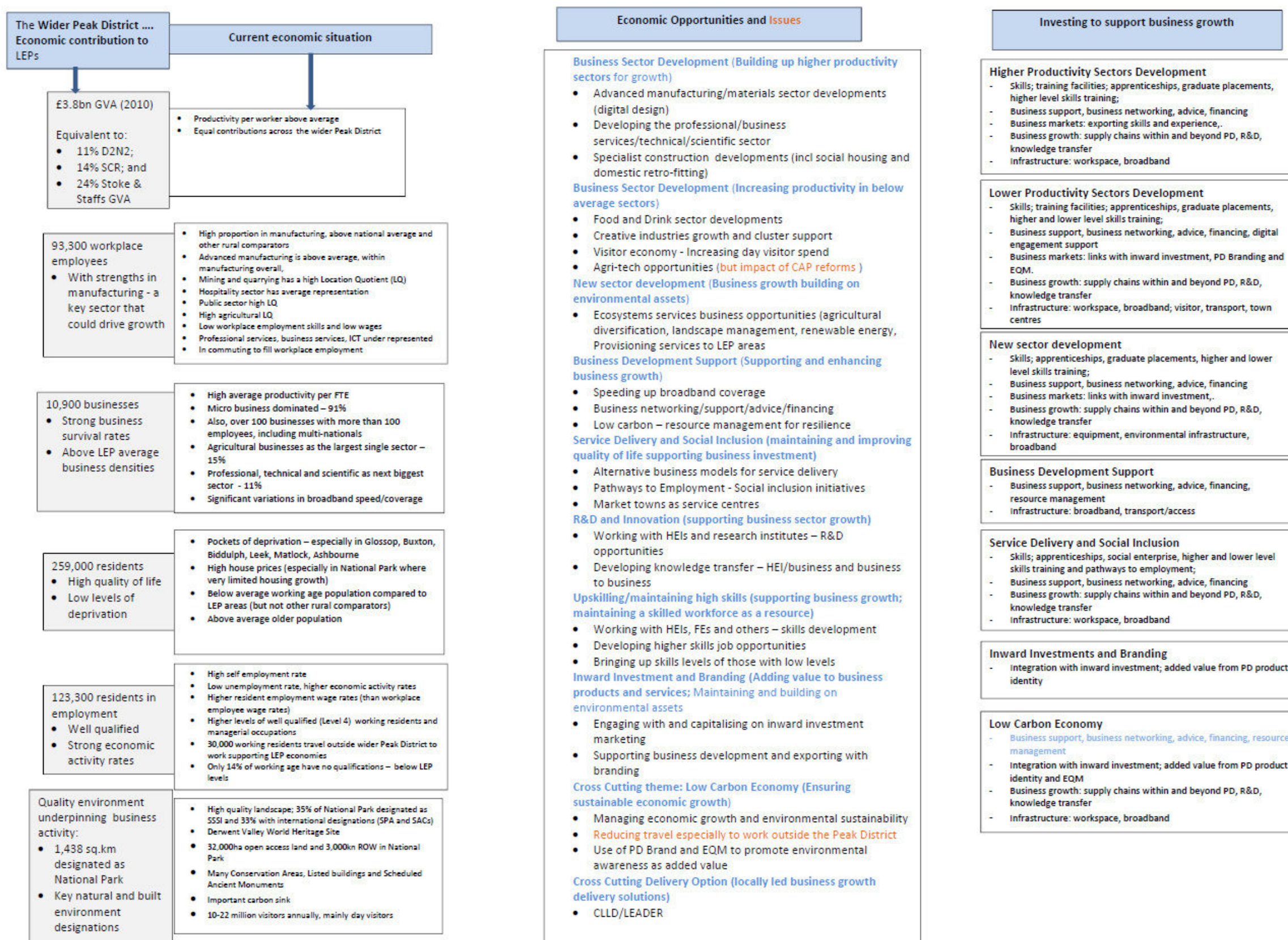
The potential for investment in interventions arising from our analysis fits well with LEP economic growth objectives. As the following diagram (Figure 2.2 below) indicates (in the far right column), Peak District aspirations align well with LEP objectives/areas of activity which are broadly summarised in the headings for the boxes in the right hand column.

The report now moves to look at the priorities for LEPs as stated in their own documents before focusing on interventions which we believe can start to deliver Peak District economic opportunities and be mutually beneficial to the vision and aspirations being delivered as part of LEP programmes, including the forthcoming Structural Fund round 2014/20.

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<sup>7</sup> Five wards in Glossop, High Peak Borough and four wards in Cheadle/Blythe Bridge in Staffordshire Moorlands are proposed as Assisted Areas for the 2014/20 programme. Partners will seek to target funding in these areas so that they have the greatest impact on promoting growth, productivity, skills and jobs.

Figure 2.2: Peak District: from evidence to intervention



Source: Authors



## 3 LEPs and the Growth Agenda

### 3.1 Introduction

The wider Peak District is covered by six LEP areas as shown in Figure 3.1, below. Whilst only very small parts are covered by the Leeds City Region, Greater Manchester and Cheshire & Warrington LEPs; Stoke & Staffordshire LEP, Sheffield City Region and D2N2 are important partners for the wider Peak District. D2N2 in particular has a large coverage in the wider Peak District, with some overlapping areas with Sheffield City Region.

### 3.2 What LEPs want

Review of the six LEP (Draft) Strategic Economic Plans indicates that they are broadly, and to greater or lesser extents, seeking:

- Growth from new start businesses.
- Growth from existing SMEs through increased sales and improved competitiveness.
- Growth from strategic and niche/high growth sectors.
- Growth from foreign and UK investment into their areas, linked to marketing and promotion.
- Growth from skills and labour market development.
- Growth from interventions to improve infrastructure where it is a barrier to growth.
- Growth from market towns, villages and rural areas.

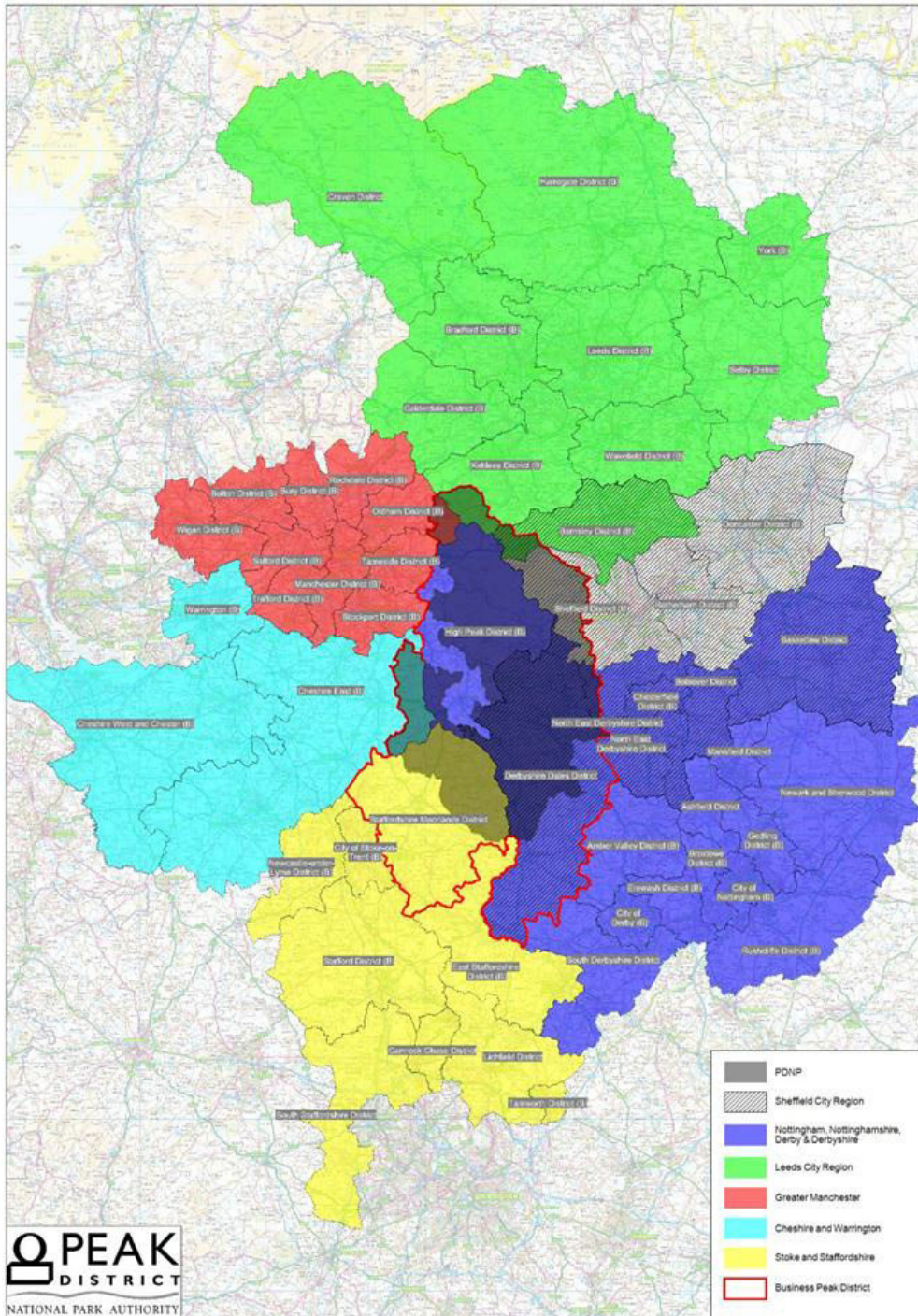
All six LEPs set out clear targets in relation to jobs growth, with GVA growth also being very important. The LEPs are also in the process of developing their Structural and Investment Plans for use of EU funding in the next round of structural funding 2014/20, dovetailing these with Strategic Economic Plans whilst also delivering against EU structural fund requirements.

We have summarised LEP strategic objectives, targets, priority sectors and indications of EU SIF strategies in the following diagrams Figure 3.2 and 3.3. Summary

An economic growth strategy for the Peak District must consider its contribution to LEP strategic objectives and key targets. Businesses in the Peak District have the potential to make important contributions to these objectives and targets given the symbiotic economic relationships between the Peak District and the surrounding LEP areas.

This has been recognised in developing this economic growth strategy although the focus is predominantly on those LEPs covering the majority of the Peak District: D2N2, Sheffield City Region and Stoke & Staffordshire LEP, but also not dismissing the potential to contribute to economic growth in the three other LEP areas that directly interact with the Peak District.

Figure 3.1: Peak District and its LEP areas



Source: PDNPA



Figure 3.2: Summary of LEP strategies, targets, priorities and growth visions: D2N2, SCR and Stoke & Staffordshire LEPs (as at February 2014)

Key LEP SIF Outputs/Results Required			LEP DRAFT ESIF (Oct 2013) Proposed Activities (EU allocation £)	LEP Growth and Sector Targets	LEP Priorities
<b>Fund</b>	<b>Indicator</b>	<b>Output Target</b>	<ol style="list-style-type: none"> <li>1. Strengthening research, technological development and innovation; £21.4m ERDF</li> <li>2. Enhancing access to, and use of, information and communications technologies; £10.7m ERDF</li> <li>3. Enhancing the competitiveness of small and medium enterprises; £37.4 m ERDF</li> <li>4. Supporting the shift towards a low carbon economy in all sectors; £21.4m ERDF</li> <li>5. Promoting climate change adaptation, risk prevention and management; £5.3m ERDF</li> <li>6. Protecting the environment and promoting resource efficiency; £5.3 ERDF</li> <li>7. Promoting sustainable transport and removing bottlenecks in key network infrastructures; £5.3m</li> <li>8. Promoting employment and supporting labour mobility; £42.8m ESF</li> <li>9. Promoting social inclusion and combating poverty; £21.4m</li> <li>10. Investing in education, skills and life-long learning. £42.8m</li> </ol>	<b>What growth will look like:</b>  55,000 more jobs by 2023: <i>5,500 jobs pa or 458 jobs per month</i>  <b>What sectors are targeted?</b> <ul style="list-style-type: none"> <li>• Transport Equipment Manufacturing</li> <li>• Medical/Bio Science</li> <li>• Food &amp; Drink Manufacturing</li> <li>• Construction</li> <li>• Visitor Economy</li> <li>• Low carbon goods and services (SIF)</li> </ul>	<b>D2N2</b> Growing and deepening private sector employment, especially in niche areas of visitor economy and knowledge sector Capturing employment growth from strategic sectors and the low carbon economy Supply-chain opportunities linked to major employers and potential R&D projects, spinouts and HE collaboration Slowing manufacturing decline by supporting high-growth sub-sectors Making best use of labour force including increasing the number of high skilled residents, addressing 18-24 unemployment and developing a deepening culture of innovation Graduate retention and using their skills to build on existing research strengths Increase the number of new businesses and improve the survival rate of smaller businesses Maximise the area's potential for FDI Maximise the contribution made by D2N2's smaller market towns, villages and rural areas and the opportunities available to their residents. Enterprise development, competitiveness, community cohesion, micro-businesses, sustainable employment in land-based industry, digital infrastructure Capture significant investment in high growth subsectors such as business and finance, digital and creative industries and transport and logistics
ERDF	No. enterprises receiving support	5,305			
ERDF	No. new enterprises supported	422			
ERDF	Employment increase supported enterprises	2,521			
ERDF	Enterprises co-operating with research bodies	698			
ERDF	No. enterprises introducing new products to market	362			
ERDF	No. enterprises introducing new to firm products	714			
ERDF	Addit. enterprises accessing ICT products and services incl broadband	637			
ERDF	No. enterprises supported with resource efficiency	370			
ERDF	Estimated GHG emission reductions	235,164			
ERDF	Infrastructure development (incl green infra); Ha	38			
ESF	Total number of participants; of which	39,179			
ESF	a) Unemployed	14,112			
ESF	b) Inactive	10,191			
ESF	c) Employed	14,894			
ESF	Aged 16-24	8,623			
<b>Fund</b>	<b>Indicator</b>	<b>Output Target</b>	<ol style="list-style-type: none"> <li>1. Supporting our existing businesses; (incl high growth, financing, R&amp;D, resource efficiency, accessing new technologies, innovation, green infrastructure, remedying broadband notspots). £33.1m</li> <li>2. Supporting new businesses; (self-employment, social enterprise, general business start-up advice, incubation facilities, accelerator). £26.45m</li> <li>3. Supporting incoming businesses; (lead generation, soft landing, financial incentives). £19.84m</li> <li>4. <b>Providing finance for business; £24.8m</b></li> <li>5. A Growth Hub to co-ordinate business support; (triage and referral, intelligence and research, City region branding/promotion). ££16.52m</li> <li>6. Upskilling those in work; (leadership and management, premium apprenticeship, training (higher skills). £24.84m</li> <li>7. A work ready population. (youth contract, job brokerage, self-employment, employer financial incentives, schools links) £19.85m</li> </ol>	<b>What will growth look like?</b>  70,000 more jobs by 2023: <i>7,000 jobs pa or 583 jobs per month</i>  6,000 more new businesses  30,000 more highly skilled occupations  £3bn more productivity via increased GV  <b>What sectors are targeted?</b> <ul style="list-style-type: none"> <li>• Modern Manufacturing</li> <li>• Creative and Digital Industries</li> <li>• Healthcare Technologies</li> <li>• Low Carbon and Environmental Goods and Services</li> </ul>	<b>Sheffield City Region</b> Ensure new businesses need the support they need to flourish Facilitate and proactively support growth amongst existing firms Attract investment from other parts of the UK and overseas and improve our brand Increase sales of SCR's goods and services to other parts of the UK and abroad Develop the SCR skills base, labour mobility and education performance Secure investment in infrastructure where it will do most to support growth
ERDF	No. enterprises receiving support	5,556			
ERDF	No. new enterprises supported	1,267			
ERDF	Employment increase supported enterprises	2,767			
ERDF	Enterprises co-operating with research bodies	531			
ESF	Total number of participants; of which	17,935			
ESF	d) Unemployed	3,962			
ESF	e) Inactive	3,303			
ESF	f) Employed	10,668			
ESF	Aged 16-24	6,173			
<b>Core Output indicators (results indicators not yet quantified)</b>			<b>Priority Theme</b>	<b>Strategic Investment Area</b>	<b>What growth will look like:</b>  50,000 more jobs by 2023: <i>5,000 jobs pa or 416 jobs per month</i>  Increase the size of the economy by 50%  <b>Stoke and Staffordshire</b> Supporting existing businesses to grow Increasing inward investment Successfully marketing Stoke-on-Trent and Staffordshire as a place to do business Improving access to finance and funding Providing the right sites and infrastructure Ensuring the skills and training of our workforce meet business needs
1.1 Infrastructure for innovation; 9ha sites developed			1 – Innovation (indicative allocation £23m)	1.1 Infrastructure for innovation	
1.2 Knowledge transfer; 700 enterprises supported				1.2 Knowledge transfer	
1.3 Commercialisation; 700 enterprises supported				1.3 Commercialisation	
2.1 Growth hub; 1300 enterprises supported			2 – SME Competitiveness (indicative allocation £37.5m)	2.1 Growth hub	
2.2 Support for enterprise; 1,400 enterprises supported				2.2 Support for enterprise	
2.3 Support for high value growth; 1500 enterprises supported				2.3 Support for high value growth	
2.4 Access to finance; 200 enterprises supported				2.4 Access to finance	
2.5 Internationalisation; 1,000 enterprises supported				2.5 Internationalisation	
3.1 Whole place approach to energy supply; 11ha site development			3 – Place and environment (indicative allocation £22.5m)	3.1 Whole place approach to energy supply	
3.2 Energy efficiency; 500 enterprises supported				3.2 Energy efficiency and decarbonisation of the business base	
3.3 Sites and infrastructure; 7 ha site development				3.3 Sites and infrastructure	
3.4 Green infrastructure and sustainable transport; 4ha site development				3.4 Green infrastructure and sustainable transport	
4.1 Skills for employability; 4,000 participants			4 – Skills, employment and social inclusion (indicative allocation £55.3m)	4.1 Skills for employability	
4.2 Higher skills to support growth; 4,000 participants				4.2 Higher skills to support growth	
4.3 Vocational routes into employment; 3,300 participants				4.3 Vocational routes into employment	
4.4 Access to employment; 9,300 participants				4.4 Access to employment	
4.5 Social inclusion; 7,600 participants				4.5 Social inclusion	

Source: Authors



Figure 3.3: Summary of LEP strategies, targets, priorities and growth visions: Greater Manchester, Cheshire & Warrington and Leeds City Region LEPs

Key LEP SIF Outputs/Results Required		LEP DRAFT ESIF (Oct 2013) Proposed Activities (EU allocation £)		LEP Growth and Sector Targets	LEP Priorities																																				
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narrowing the gap to the UK average by 1 percentage point.</li> </ul> <p>Other secondary measures also given.</p>	<p><b>Greater Manchester</b></p> <table border="1"> <thead> <tr> <th>Aim</th> <th>Priority</th> </tr> </thead> <tbody> <tr> <td>Creating conditions for growth</td> <td>Re-shaping the local economy to meet new global demands Delivering an investment strategy based on market needs Revitalising town centres Creating the spaces and places that will nurture success Stimulating and re-shaping the housing market Creating a plan for growth and infrastructure Improving connectivity locally, nationally and internationally Placing the city region at the leading edge of science and technology Building the city region's global brand Supporting business growth with a strong integrated offer Improving our international competitiveness</td> </tr> <tr> <td>Supporting business</td> <td>Seizing the growth potential of a low carbon economy and increased resource efficiency Delivering an employer led skills programme</td> </tr> <tr> <td>Worklessness and skills</td> <td>Preventing and reducing youth unemployment Delivering an integrated approach to employment and skills Encouraging self-reliance and reducing demand through public service reform Improving early years</td> </tr> <tr> <td>Building independence and raising expectations</td> <td>Working with troubled families Transforming the justice system Reforming health and social care</td> </tr> </tbody> </table>	Aim	Priority	Creating conditions for growth	Re-shaping the local economy to meet new global demands Delivering an investment strategy based on market needs Revitalising town centres Creating the spaces and places that will nurture success Stimulating and re-shaping the housing market Creating a plan for growth and infrastructure Improving connectivity locally, nationally and internationally Placing the city region at the leading edge of science and technology Building the city region's global brand Supporting business growth with a strong integrated offer Improving our international competitiveness	Supporting business	Seizing the growth potential of a low carbon economy and increased resource efficiency Delivering an employer led skills programme	Worklessness and skills	Preventing and reducing youth unemployment Delivering an integrated approach to employment and skills Encouraging self-reliance and reducing demand through public service reform Improving early years	Building independence and raising expectations	Working with troubled families Transforming the justice system Reforming health and social care
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<p>Includes:</p> <ul style="list-style-type: none"> <li>• Number of new enterprises supported: 2067</li> <li>• Number of new jobs created: 5897</li> <li>• Number of businesses co-operating with research bodies: 417</li> <li>• Estimated GHG reductions (tonnes) : 20.76</li> <li>• Number of (training) participants: 16,476</li> <li>• Number of (training) participants aged 15-24: 8,000</li> </ul>	<p><b>Four Strategic themes</b></p> <ul style="list-style-type: none"> <li><b>Unlocking the Growth Potential of Business and Enterprise (including in key sectors)</b> Includes access to finance, R&amp;D collaborations, Broadband rollout, building SME growth capacity</li> <li><b>Enabling a Skilled and Flexible Workforce (for those in and out of work)</b> Skills funding, transition to work, buildings skill in Education, higher level skills</li> <li><b>Facilitating a Low Carbon Economy</b> Renewable energy infrastructure, renewable and low carbon energy generation</li> <li><b>Creating the Environment for Growth</b> Sustainable transport, site development, enabling economic development through investment in flood risk management and green infrastructure, social inclusion and CLLD</li> </ul>	<p><b>What will growth look like?</b></p> <ul style="list-style-type: none"> <li>• GVA growth of 2.6% per year in the period to 2030</li> <li>• Creating 60,000 jobs and returning the City Region to pre-recession employment by 2016</li> <li>• Balancing economic growth with a substantial and continued decrease in carbon emissions</li> </ul>	<p><b>Leeds City Region</b></p> <p><b>Strategic priorities</b></p> <ul style="list-style-type: none"> <li>• Supporting business and enterprise</li> <li>• Enabling a skilled and flexible workforce</li> <li>• Fostering a low carbon, sustainable economy</li> <li>• Creating the infrastructure for growth</li> </ul> <p><b>Sector priorities:</b></p> <ul style="list-style-type: none"> <li>• Innovative manufacturing</li> <li>• Financial and professional services</li> <li>• Health and life sciences</li> <li>• Low carbon and environmental industries</li> <li>• Digital and creative industries</li> <li>• Food and drink</li> </ul>																																						

Source: Authors

## 4 Delivering LEP objectives in the Peak District: the package approach

### 4.1 The Peak District package

The Peak District Partnership is fully supportive of the programmes being delivered at the wider LEP level(s). It is not seeking to replicate programmes where they can be effectively delivered at the larger level. Rather, the objective is to work with LEPs on their successful delivery so that mutually beneficial economic outcomes can be achieved.

To do this, the partners are keen to work with LEPs to ensure that the criteria of interventions which come forward are successfully tailored to support local business needs as well as LEP objectives. The Peak District partners are also keen to identify where additional resources or capacity may also be required so that rural delivery can be most effective given the higher transaction costs and more dispersed nature of potential beneficiaries in the Peak District vis-a-vis the urban settlements.

The starting point for interventions to support economic growth in the wider Peak District is to work with LEPs on development and commissioning of proposed LEP-wide initiatives, to maximise their potential for supporting economic growth in the Peak District as a contributory factor in delivering the LEP growth agenda. Aspects of tailoring/rural proofing that are important to successful delivery in conjunction with the LEPs include:

- How will the product/service be delivered in the rural context (e.g. using mobile and outreach services)?
- Do delivery costs allow for rural factors (e.g. cost of travel by business advisors visiting businesses/events venues)?
- Do any specific business assessment processes allow for rural factors (e.g. minimum grant/loan levels applicable to rural microbusinesses)?
- Have rural client costs of accessing the service/product been considered and factored in (e.g. travel to a training venue; accessibility by public transport)?

In addition, there are some interventions that are specific to the Peak District that the LEPs could consider, which will enable businesses located in the Peak District (or wishing to invest there) to grow and contribute to the overall LEP objectives and wider economic growth.

The approach is therefore a dual one of an 'Enterprise Peak District' package of interventions to:

- Work with LEPs on delivery of LEP wide interventions within the Peak District to ensure Peak District businesses and residents are able to take full advantage of them.
- Propose some interventions specific to the Peak District which will build on Peak District economic strengths and contribute to LEP objectives and targets

### 4.2 Package framework

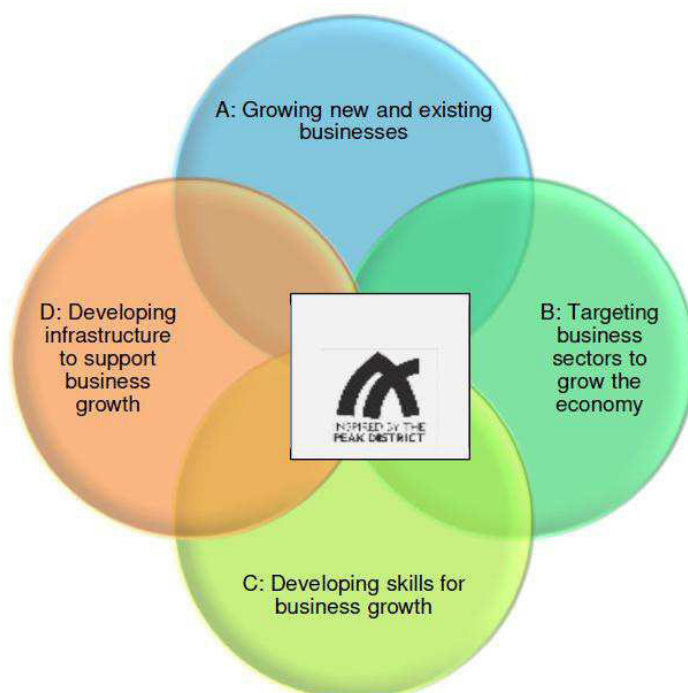
The Peak District framework for the Economic Growth Package is structured on four, interlocking, programme areas (reflecting on LEP objectives), each of which encompasses a number of proposed interventions. The four programme areas, which support delivery of the Business Peak District Concordat and flow from the analysis of evidence in Section Two, are:



- A: Growing new and existing businesses
- B: Targeting business sectors to grow the economy (e.g. manufacturing, low carbon and the visitor economy)
- C: Developing skills for businesses growth
- D: Developing infrastructure to support business growth

Central to all four programme areas is the Peak District brand, ‘Inspired by the Peak District’, with potential for supporting value added to Peak District products and services across all business sectors in local, national and international markets. This will act as a ‘golden thread’ through all interventions. It complements a strategic aim in the draft Peak District and Derbyshire Visitor Economy Growth Strategy: a consistent brand for the Peak District.

Figure 4.1: Enterprise Peak District: economic growth programme areas



Source: Authors

### 4.3 Potential Interventions

As part of the work undertaken since December 2013 a series of potential interventions were identified and set out into summary proformas. A half-day workshop session was then held in Bakewell on 16<sup>th</sup> January 2014 attended by a range of public, private and community sector partners to discuss, prioritise and validate the individual intervention ideas. Subsequently, and as a result of the findings from the stakeholder workshop, individual stakeholder consultations and discussions with core local authority



partners, interventions have been sifted from the twenty-five or so on the original long list and prioritised into a core list of eight. These are identified as high priorities and the remainder from the original long list categorised as ‘pipeline’ interventions, with potential for ongoing development by partners should they choose to do so.

The interventions identified as high priorities have been the subject of further development work as far as possible in the period since the Bakewell Workshop on 16<sup>th</sup> January 2014. This has involved further research and stakeholder discussions with a view to setting out more precisely what is required to take them forward, with what resources and delivering what outputs/outcomes. Partners recognise that this is not possible for all interventions as some require feasibility work to determine detailed development (e.g. business sites) or are dependent on other external factors (e.g. broadband rollout). They are nevertheless included in order to place a marker for future resources and to make explicit the aspiration of partners to develop their detail in concert with LEPs in the short term.

#### 4.4 The priority interventions

Table 4.1 sets out the eight interventions identified as priorities set within the context of the four programme theme areas discussed above. Of these, six seek to work with what are likely to LEP wide initiatives. They are presented here to highlight how we see these delivering in a rural context and what aspects of delivery we would particularly want to secure for Peak District economic growth to materialise. Two are geographically specific to the Peak District, linked to infrastructure provision.

Table 4.1: Peak District priority interventions by theme

Theme	Intervention
<b>A</b>	<p><b><u>Accessing finance to grow Peak District businesses</u></b></p> <p>Utilising LEP proposals for business grants and loans to support growth in Peak District businesses, ensuring these are at levels commensurate with Peak District needs (i.e. grant minima and match requirements that fit the needs of microbusinesses/ SMEs with growth potential) in rural areas, market towns and Assisted Areas)</p> <p>Establishing a devolved fund, potentially using EU funding in order to cover larger towns and rural areas, that can support existing business development and new business starts through small scale business loans and/or grants using proven local mechanisms</p> <p><u>EXAMPLE:</u> Peak District wide LEADER/CLLD programme</p> <p>Ensuring businesses can access LEP voucher schemes that may be proposed (e.g. for innovation vouchers, business start-up, digital connectivity)</p>
<b>A</b>	<p><b><u>Growth Spokes - Building the reach of LEP Growth Hubs for Peak District businesses</u></b></p> <p>Extending LEP proposals for Business Advice and Information Growth Hubs as growth spokes into the Peak District, utilising existing premises as foci for one-to-many business events, business advisor surgeries and other business support activities</p> <p>Provision of 1:1 outreach business support; ensuring access to business information and business planning advice for all Peak District businesses</p> <p><u>EXAMPLE:</u> Extending Derbyshire Dales Business Advice providing rural penetration for LEP wide business advice services to SMEs, with match funding from local authority</p>
<b>D</b>	<p><b><u>Physical Developments - business site(s)</u></b></p> <p>Business premises supporting new businesses to set up and grow (including incubation space - typically small workshop space - where appropriate e.g. evidence of demand in Bakewell)</p> <p>Business premises targeting sectors - new starts and grow on space</p>

Theme	Intervention
	<p>Business premises for expansion of larger companies to support business growth including in Assisted Areas Associated transport infrastructure improvements proposed through LEP programmes are also linked and important to this intervention.</p> <p><u>EXAMPLES:</u> Bakewell Riverside Business Park (incl. scope for low carbon power generation); Bolton Copperworks, Churnet Valley and Swizzels Matlow expansion, New Mills</p>
<b>Market'g</b>	<p><b><u>'Inspired by the Peak District' brand</u></b></p> <p>Extending the reach of the Peak District Brand to support business marketing, inward investment and exporting aspirations of Peak businesses (draft VE Growth Plan, Aim 6)</p> <p>Building on LEP intentions to encourage inward investment (where the quality of the Peak District is a draw); gaining access for Peak District businesses to inward investment opportunities; and gaining recognition of the Peak District's value and brand as part of the inward investment offer</p> <p><u>EXAMPLE:</u> There is an early opportunity associated with a Visit Peak District branding launch in 2014 to evaluate impact of 'Inspired by the Peak District' on business reach and turnover with Brand Champions</p>
<b>D</b>	<p><b><u>Digital Connectivity</u></b></p> <p>Investment in digital infrastructure to support business growth where gaps exist Investment in business support to gain maximum benefit from business connectivity</p> <p><u>Activity will be co-ordinated with the roll out of the Local Broadband Plans / BDUK programmes led by the County Councils</u></p>
<b>B</b>	<p><b><u>Pedal Peak Business Initiative</u></b></p> <p>Supporting growth of the visitor economy through the Pedal Peak sustainable cycling initiative (complements Visit Peak District draft Visitor Economy Growth Plan, Aim 3)</p> <p>Supporting new business start-up and existing business growth and potential for job creation through Pedal Peak 'cycle hubs' and upgrading visitor facilities</p> <p><u>EXAMPLE:</u> Millers Dale and Parsley Hay visitor hubs (complements draft Visitor Economy Growth Plan, Aim 1)</p> <p>Underpinning development through a Pedal Peak skills development and apprenticeship programme e.g. Welcome Host with involvement of local HFE institutions</p>
<b>A/B</b>	<p><b><u>Supply chain and exporting initiatives to grow Peak District businesses (linked to Growth Hubs)</u></b></p> <p>Supporting existing business development and new business starts through business linking and supply chain development within the Peak District (also potential to be sector specific). Early sectors to target include food and drink; advanced manufacturing and visitor economy.</p> <p><u>EXAMPLE:</u> Buxton Spa and Crescent – working with local craft and other businesses to increase product for international visitors</p> <p>Working with LEPs and their participation with UKTI on inward investment and exporting developments - The University of Derby is a recognised lead for supply chain management via its Centre for Supply Chain Improvement (<a href="http://www.derby.ac.uk/sci">http://www.derby.ac.uk/sci</a>)</p>
<b>C</b>	<p><b><u>Skills development to support business growth</u></b></p> <p>Supporting an employer-led approach to skills development to meet identified skills gaps for employers Capitalising on a potential niche developing skills and training in sustainable construction and energy efficiency work to support achieving a low carbon economy and maximising resource efficiency and productivity benefits to businesses.</p> <p><u>EXAMPLE:</u> Business opportunities in retrofitting insulation into traditional buildings.</p> <p>Developing youth entrepreneurship in order to retain and build young people in employment in the Peak District; developing entrepreneurship in young people and enabling young people to be aware that self-employment is an option; bringing together schools, FE and HE with local businesses</p>

## 4.5 Low Carbon Cross Cutting Interventions

A further two interventions are particularly identified as contributing to low carbon cross-cutting themes (Table 4.1). They both have geographically specific aspects but will also link with LEP-wide initiatives. Partners would be keen to engage with LEPs in both these areas.

Table 4.2: Peak District potential low carbon interventions

Theme	Intervention
LC	<p><b><u>Delivering Flood Alleviation and Water Management in support of business growth</u></b></p> <p>Linking water resource and management with its role in supporting business development through green infrastructure solutions; (potential for linking to Moors for the Future initiative on water management and flood alleviation, opening up opportunities for development in Derby and elsewhere); drawing on experience of National Park Authority, water companies, HFE institutions</p>
LC	<p><b><u>Renewable energy solutions for rural businesses</u></b></p> <p>Renewable energy solutions guidance for Peak District businesses – achieving renewable energy use compatible with a high quality landscape. Link with energy, water and waste management</p>

## 4.6 Pipeline Interventions

There are other interventions not identified as priorities but which partners may wish to develop for the wider Peak District in future, as listed below (Table 4.3). Again, some will fit with LEP wide initiatives and others are more geographically focused. The pipeline interventions were identified as having potential by participants at the Bakewell Workshop on 16<sup>th</sup> January 2014.

Table 4.3: Peak District potential pipeline interventions

Theme	Intervention
A	<p><b><u>Gap Funding for Business Expansion</u></b></p> <p>Larger loans/ grants to employers in key sectors (e.g. manufacturing) as 'gap support' for infrastructure to support expansion</p>
A	<p><b><u>The Peak Social Enterprise Bank</u></b></p> <p>Stimulating social entrepreneurship through business support, mentoring and a loan fund (or possibly Community Development Financial Institution)</p>
A	<p><b><u>Resource Management in Businesses</u></b></p> <p>Contribution to the low carbon economy</p>
A	<p><b><u>Peak Procurement Principles</u></b></p> <p>Common principles for service procurement to further opportunities for local businesses Working with LEPs to rural proof LEP commissioning processes</p>
B	<p><b><u>Improving the quality of visitor facilities and accommodation</u></b></p> <p>Grant/loan scheme to support business investment in upgrading of visitor accommodation and attractions; (complements draft VE Growth Plan, Aim 2) Feasibility grant Loan for investment in improvements</p>
C	<p><b><u>Using Apprenticeships: All for 1 &amp; 1 for All Apprenticeship Programme and Apprenticeship + Programme</u></b></p> <p>Developing group apprenticeships, where more than one business shares an apprenticeship (in partnership)</p>

Theme	Intervention
	with local HFE institutions) Peak District grant scheme to support taking on a young person as a first apprentice
<b>C</b>	<b><u>GOFOR (Graduate Office for the Region)</u></b> (i) provide employers in key sectors an opportunity to employ via work-placements, internships and first destination programmes new and recent graduates, as well as undergraduates, (ii) stimulate demand for graduate employees  University of Derby Buxton has rolled out its Learning Lab model to 13 Peak District businesses ( <a href="http://www.udbemployable.co.uk/content.asp?pagelid=52">www.udbemployable.co.uk/content.asp?pagelid=52</a> ). Plans are in place to extend this, establishing clusters of Learning Labs in Learning Resorts in communities across the Peak District
<b>C</b>	<b><u>Pathways to Employment for Social Inclusion</u></b> Community led approaches to skills development  Utilising LEP skills and learning proposals to upskill and bring disengaged people into the workforce, to maximise people's opportunity for working in the wider Peak District  Focusing on groups/localities who may be particularly excluded from the workforce
<b>D</b>	<b><u>Rural Enterprise Hub</u></b> Single development of facility c 4-5,000sq.ft of smaller office, workspace, studio space on flexible terms plus further c5,000 sq.ft for 'anchor' tenant (could link to D priority intervention above).
<b>D</b>	<b><u>Peak Pop Ups</u></b> Supporting business start-ups in the creative industries sector and other businesses producing goods with a market testing opportunity
<b>D</b>	<b><u>Rural Business Neighbourhoods</u></b> Identify redundant/disused buildings, and producing 'development maps' bringing together disparate development opportunities into a neighbourhood level coherent whole

## 4.7 Summary

A structured approach to a framework for interventions has been pursued building ideas up from the Peak District evidence base and in conjunction with the strategic aims of the LEPs. A long list of interventions has been prioritised down to eight core ones set within four programme themes. The priority interventions have been the subject of further development which is set out in Section 5 below. A further two low carbon and eleven pipeline interventions are also identified and briefly described in Appendix 2.

## 5 Priority interventions

### 5.1 Introduction

The eight priority interventions selected for further development are presented in this section. Each has been scoped out and developed further using a common template. These remain as work in progress and will continue to develop their detail as discussion between partners and with LEPs helps to shape their progress. This process will continue beyond the date of this report though the interventions are included here as a starting point for further development.

Each of the eight interventions has been discussed with representatives of the three LEPs that have the greatest commonality of geographic area: D2Ns, SCR and Stoke & Staffs. General feedback from these meetings suggests that the priorities identified for the Peak District do match the priorities of the LEPs and do have potential to be carried forward. However, each LEP is still finalising its economic plan, project appraisal process and competitive bid to Government for funds so no guarantees on funding particular approaches or interventions are possible at this time. Nevertheless, the context is broadly positive and there is scope for collaboration, joint working and delivery of economic growth in future which sets a positive backcloth to the interventions set out below.

### 5.2 'Quick Wins'

Within the eight interventions there are some potential quick wins:

- Working with Visit Peak District & Derbyshire on a 2014 pilot project with business champions of the 'Inspired by the Peak District' brand, to monitor business impacts
- A 2014/15 feasibility study to investigate how employment sites can be unlocked to deliver economic growth, some possibilities include:
  - Bakewell Riverside business site
  - Pedal Peak Millers Dale and Parsley Hay cycle hub sites
- Funding for Swizzel Matlow's expansion in High Peak, supporting creation of c60 jobs in a potential Assisted Area
- Delivery of business advice through growth spokes building on establishment of growth hubs in 2014; specifically a series of events in 2014/15 at venues in the Peak District to launch availability of business support through growth spokes

### 5.3 Next Steps

This document is structured as an outline package of interventions forming part of an approach which wider Peak District partners can shape and develop further over the coming months and beyond. Some initial next steps to consider are:

- Peak District partners meet to discuss this approach and the suggestion of adopting the 'Enterprise Peak District' title as the umbrella under which enterprise interventions can be developed and discussed with LEPs and other partners.
- Peak District partners agree an approach for managing how the interface with the LEPs is to be managed and coordinated focused on the need for a single voice rather than multiple voices.

- Consider the pipeline interventions and if any can be developed further in order to grow the economic footprint of the Peak District in support of LEP objectives.
- Consider the potential to introduce a business engagement process at a senior level to understand local business needs and aspirations for growth (building on that already begun at Staffordshire Moorlands District Council).

Table 5.1: Accessing finance to grow Peak District businesses

Theme A: Access to Finance	
Proposed activities, area of coverage	<p>Working with LEPs to bring Access to Finance initiatives to wider Peak District businesses including in the potential Assisted Areas</p> <p>The intervention proposes two activities:</p> <ul style="list-style-type: none"> <li>Working with LEPs on development of LEP wide Access to Finance programme criteria and their commissioning activities, to 'microbusiness' proof these to enable Peak District businesses to benefit; which can then be promoted through the Growth Spokes intervention. This could also involve developing alternative business financing opportunities on the same basis</li> <li>Developing a business grant/ loan initiative targeted at microbusinesses in the Peak District (this could be through RDPE resources and delivered at the LEADER/CLLD level); proposed at c£2m over 3 years at 40% loan: 60% private sector matched funding; to be monitored and reviewed with a view to continuation for a further 3 years</li> </ul>
Strategic Fit with LEP ESIF/Economic Plans	<p>SME Competitiveness and Growth: Growing and deepening private sector employment Supporting new business starts and existing business survival and growth Improving access to finance and funding Supporting high growth businesses, and R&amp;D/innovation in businesses</p>
Brief Description of how the intervention will deliver growth	<p>Access to finance will facilitate businesses to grow and expand with jobs and GVA outcomes e.g. through resourcing R&amp;D work and commercialising that, to facilitate development of new business products and services; through supporting physical expansion/new development of business premises to accommodate growth; through supporting revenue expenditure to enable new staff to be taken on, develop marketing programmes</p>
Aims and objectives Including market failure to be addressed	<p>The aim of this intervention is to ensure microbusinesses in the wider Peak District have equal access to 'access to finance' LEP wide initiatives because the terms and conditions of such schemes are as appropriate to microbusinesses as to larger businesses. It assumes that larger businesses in the Peak District, including in potential Assisted Areas will be able to meet criteria to make use of LEP Access to Finance interventions. Partners would wish to work with LEPs to ensure successful delivery of such schemes in the Peak District e.g. supporting businesses in preparation of business plans for funding requests. This could link with business advice programmes e.g. Growth Hubs and Spokes. This intervention focuses on what could be a potential gap – access to finance for microbusinesses – and seeks to work with LEPs to avoid/fill this gap. It also builds on the experience gained through current schemes e.g. the Global Derbyshire grant programme for business growth (which could be relevant to both proposed activities).</p> <p>Given that microbusinesses are a major part of the wider Peak District economy (c90% of businesses employ 10 or less people), Peak District partners want to work with LEPs to ensure that Access to Finance schemes developed at LEP level can work as effectively for microbusinesses as they can for larger businesses whose credit rating may be perceived as higher or less risky, or who may be seeking levels of finance higher than those appropriate to microbusinesses.</p>
Rationale for intervention and supporting evidence	<p>A report by the former Commission for Rural Communities published January 2013<sup>8</sup>, specifically looked at factors affecting rural business performance in this challenging economic climate. It identified the role of diversification, niche markets, networking and capitalising on an attractive location as means by which rural businesses have enabled</p>

<sup>8</sup> Commission for Rural Communities: Rural microbusinesses – what makes some thrive in a challenging economic climate? January 2013.

**Theme A: Access to Finance**

their growth and development. It also highlighted issues of microbusinesses (under 10 employees) in obtaining credit (either from banks or through public sources); for example lack of collateral, time taken processing applications and seeking credit checks, problems of losing public funding when bank matched was required that did not come through, issues of cashflow if grant is paid after expenditure, minimum levels of grant/loan beyond that which is appropriate to a microbusiness. The report also noted that rural businesses were not engaging with alternative sources of funding such as crowd sourcing or venture capital. Amongst the recommendations made in the report is one for Defra to do more research on alternative sources of funding for rural microbusinesses with a view to Government helping to target such benefits to rural businesses. Similarly, a Policy and Practice Note published in April 2013 by Newcastle University’s Centre for the Rural Economy<sup>9</sup> identifies access to and managing finance as one of five key practical constraints on development rural businesses experience.

Peak District Partners have experience of managing grant schemes to support business development delivering jobs growth, most recently through the Peak District Local Action Group. They therefore have the capability to effectively manage and deliver smaller grant and loan funding to businesses. It would be an appropriate testing bed for microbusiness loan funding, if greater emphasis is put on loans rather than grants in forthcoming EU programmes.

Potential outputs and outcomes (LEP targets, others)	Activity 1 will work with LEP programmes Activity 2; based on experience from LEADER small business grant scheme this order of funding could generate c148 FTE jobs. At an average GVA of £50,350 per employee (see Ekosgen evidence base), this could generate c£7.45m GVA.
Indicative costs	Activity 1: In time contributions from local partners to participate in LEP access to finance intervention discussions and input into commissioning processes etc Activity 2: £2m small business loan scheme over three years (plus admin costs). 40% sought through LEP EU programme; 60% secured as private sector matched funding. Based on LEADER experience this would support c33 businesses. (£2m represents total of loan and matched funding)
Indicative funding from other parties	Activity 2: Matched funding for loans/grants from private sector applicants Administration – secured as part of LEADER/CLLD delivery
Lead Partner/champion	Peak District LEADER/Local Authorities
Other partners and role	LEPs – as lead on main access to finance programmes
Deliverability in 2015/16 (inc. spend and outputs)	Details of scheme (Activity 2) could be developed in 2014 for start in 2015/16. This would need to link with LEP development of Access to Finance schemes through SIFs and with potential for other RDPE funding.
Deliverability in 2016/21 (inc. spend and outputs)	Monitoring of scheme during 2015/16 important in the light of experience in loan repayments and ability to reinvest. Review proposed during third year to inform ongoing delivery of Fund.
Risks and risk management	Activity 1 proposed to overcome the risk that the criteria for access to finance schemes are set too high to be supportive of use by Peak District small businesses. Activity 2 is particularly proposed to reduce the risk of microbusinesses being unable to access finance and builds on the established LEADER track record of management of a grant scheme to small businesses.
Next steps:	Discussion with LEP on stage of development with Access to Finance schemes –

<sup>9</sup> RELU (Rural Economy and Land Use Programme. Rural Areas as Engines of Economic Growth. Centre for Rural Economy, Newcastle University, Policy and Practice Note 41, April 2013.



**Theme A: Access to Finance**

Actions	immediate/short term
Timetable	
Milestones	Propose pilot LEADER/CLLD microbusiness grant and loan scheme – utilising existing LEADER administrative and application assessment systems but with requirement to develop this for the purposes of loan as well as grant e.g. repayment schedules and time periods and linked clawback processes. Develop proposals and associated paperwork and processes by September 2014.

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Table 5.2: Growth Spokes - Building the reach of LEP Growth Hubs for Peak District businesses

Theme A: Growth Spokes	
Proposed activities, area of coverage	<p>Peak District-wide.</p> <p>Growth spokes would extend out from the Growth Hub centres of the LEPs. Specific elements could include one (or more) outreach business advisor based in the Peak District; a programme of business events held at venues around the Peak District; regular business surgeries also held at venues around the area</p> <p>The Growth Hubs will be operational during 2014 and there is potential for service delivery to be tailored to Peak District needs pending further discussion between LEPs, Chambers and Peak District partners. From 2015 onwards there is potential for D2N2 to have a Business Advisor on the ground with a presence in the Peak District and, again, Peak District partners have an opportunity to shape the role of this advisor and also to provide local nuanced support going forward, also exploring a similar approach being put in place on a part or full time basis by other LEPs.</p>
Strategic Fit with LEP ESIF/Economic Plans	<p>Growth Hubs are set to be a central plank of the LEPs approach to business support. The Hubs are most likely to be located in the main conurbations surrounding the Peak District (e.g. Derby, Sheffield, Stoke on Trent) which provides them the best chance of achieving critical mass and maximising the number of businesses and entrepreneurs that can be supported.</p> <p>Every LEP in England has a focus on growth in the stock of businesses in its area. This intervention fits within this strategic approach to business growth and business development as part of a strategy to provide single points of access for business support.</p>
Brief Description of how the intervention will deliver growth	<p>Growth Hubs provide a focus for business support. This intervention would see growth spokes extending from the Hubs into the Peak District in order to increase access to the services and support on offer for rural businesses and entrepreneurs.</p> <p>Spokes could operate in the following ways:</p> <ul style="list-style-type: none"> <li>• From Derby and Chesterfield into Derbyshire Dales and High Peak</li> <li>• From Sheffield into northern and eastern parts of the Peak District</li> <li>• From Stoke-on-Trent into Staffordshire Moorlands</li> <li>• From Greater Manchester into High Peak District</li> </ul> <p>The spokes could be provided physically (via a permanent or outreach presence in the area), virtually (via a specific page on the LEP/Growth Hub website) and would supplement the proposed provision by Growth Hubs which would also be relevant to rural businesses.</p> <p>The fundamental objective is to provide some form of independent outreach face to face service which overcomes the barriers of distance from main service centres and provides access to business advice so that rural businesses are not disadvantaged due to location and can contribute to economic growth.</p>
Aims and objectives Including market failure to be addressed	<p>To provide a visible and accessible form of business support in rural areas.</p> <p>To overcome any disadvantage linked to being located distant from main service centres. Access to information can be a fundamental barrier to entrepreneurialism and business growth.</p>
Rationale for intervention and supporting evidence	<p>The wider Peak District has comparatively high levels of business survival. Ekosgen's (2014) report indicates that 58% of new start businesses survive at least four years. This suggests that supporting new businesses in the Peak District has potential to support economic growth into the future as the new start businesses grow and provide employment opportunities for people. It is worth noting that not all of these businesses will be capable of high growth and many will be lifestyle businesses providing employment and income for the owner. Nevertheless, there is potential for economic growth to be achieved and this could be optimised if new starts with higher growth potential could be identified as part of the support process.</p>

Theme A: Growth Spokes	
Potential outputs and outcomes (LEP targets, others)	<p>The outputs and outcomes related to this intervention include:</p> <ul style="list-style-type: none"> <li>• Number of businesses advised/ supported.</li> <li>• Number of new start businesses advised/ supported.</li> <li>• Number of new start businesses surviving for 12 months post advice/ support.</li> <li>• Number of jobs created in new businesses advised/ supported.</li> <li>• Increase in business turnover</li> </ul>
Indicative costs	<p>The intention is that this would not be an expensive form of intervention and would build on existing/ proposed structures and systems to keep costs down. Internet and telephone helpline systems of support are the primary mechanisms of support anticipated at the outset. The Peak District would be covered as part of the existing mechanisms with potential for a specific page on the web-based systems.</p> <p>The D2N2 approach of potentially having a business advisor with specific responsibility for the Peak District from 2015 could also be considered by the other LEPs covering the Peak District too. This could involve separate coverage for part of each LEP area or one advisor extending to the entire area but costs being contributed to by each LEP with D2N2 in the lead. This would need further discussion to determine which approach was most attractive and viable.</p>
Indicative funding from other parties	<p>To be determined in discussion with LEPs and other local partners. There is potential for co-location of any business advisors within existing venues in the Peak District</p> <p>Potential for leverage from businesses supported but this would be on a case-by-case basis</p> <p>Potential use of EAFRD as one funding source (which could be through LEADER/GLLD)</p>
Lead Partner/champion	<p>The Growth Hubs are being championed by the Chambers of Commerce and they would be the obvious lead for rolling out growth spokes from the Hubs, working in partnership with local authorities.</p>
Other partners and role	<p>The local authorities and Business Peak District can provide advice and insight into the particular idiosyncrasies of operating in a rural environment.</p> <p>Peak District partners can contribute on local economic intelligence, evidence and visibility of future economic development projects</p>
Deliverability in 2015/16 (inc. spend and outputs)	<p>This would be linked directly to the Growth Hub interventions and the subject of local discussion between Peak District partners and the LEPs.</p>
Deliverability in 2016/21 (inc. spend and outputs)	<p>As above but with the potential to include review of evidence of performance gathered during 2015/16</p>
Risks and risk management	<p>There is a risk that businesses and entrepreneurs do not respond to the opportunity as anticipated. This risk can be overcome by providing relevant and appropriate marketing and promotional material which is placed in the Peak District marketplace to achieve visibility.</p>
Next steps:	<p>An early win to demonstrate links between the Growth Hubs and the wider Peak District could be a planned series of breakfast or lunchtime seminars which invite local businesses and entrepreneurs to attend and hear presentations from invited speakers on key local and national business issues. Presentations could be provided by representatives of the LEPs and Enterprise Peak District to advise on proposed structures and ways of working as part of the Growth Agenda. Speakers could also be invited to talk on localised issues including for example, access to finance, broadband and social media, e-commerce, recruitment, apprenticeships etc. Branding this as 'Enterprise Peak District' events supported by the LEPs could be considered as an option as it signals that it is local but reflecting wider LEP objectives and provide a foundation for collaboration and joint working in future. The sessions could rotate between venues in the area making the approach accessible and cost effective with the importance of having a future schedule of events programmed being recognised from the outset.</p>
- Actions	
- Timetable	
- Milestones	

## Theme A: Growth Spokes

Focused discussion with the LEPs and the Chambers of Commerce is required to ensure that the Growth Hub interventions are able to consider providing their services into the Peak District and to discuss how a Growth Spokes service can be managed across a broad geography with varied governance, management and delivery systems. These discussions would be needed in the period up to summer 2014 as programmes of support for Growth Hubs are developed; though ongoing discussion to ensure that growth spoke interventions satisfy Peak District business needs would also be required.

These discussions would need to clarify how the causal links between provision of business support and project outputs/ outcomes are recorded, monitored and evaluated. For instance, the intention is that rural businesses and entrepreneurs have access to advice, information and support in a way that matches the access available in the urban areas. The intention is not for support to be secured from different programmes or LEPs which would lead to double counting of outputs.

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Table 5.3: Physical developments – business sites

Theme A: Business Sites	
Proposed activities, area of coverage	<p>The focus would primarily be on market towns and their existing and allocated employment land sites.</p> <p>Businesses in the Peak District can be faced with barriers to growth due to constraints on land and premises. Interventions would be supported at a range of levels:</p> <ul style="list-style-type: none"> <li>• Support with feasibility and scoping studies to investigate the market potential and barriers of potential development sites and premises.</li> <li>• Small business premises. The scope here would be to consider the potential for existing premises to be converted into employment space and expand the economic footprint of market towns.</li> <li>• Business expansions. There are problems with the design, layout, access and location of some business premises which are acting as a constraint on business growth and expansion. There is potential for barriers to growth to be considered and removed where practical to boost employment and economic activity e.g. Swizzels.</li> <li>• Employment land. For larger allocated sites there is potential for a review of local supply and demand to be considered, particularly in or in proximity to market towns where space for business growth can be provided close to transport links and centres of population but there may be a need for up front infrastructure development to open up sites to the market e.g. utilities or transport access infrastructure e.g. Bakewell Riverside and Ashbourne Airfield sites.</li> </ul> <p>There could also be potential to provide rent support to new businesses so they can occupy currently empty employment space for up to twelve months at a subsidised rate. The subsidy would be paid to the landlord and allow the business to try out the space for a period with a view to potentially taking the space on a more permanent basis at market rate if it is found to suit the businesses operations.</p> <p>Development of business sites also links with some significant proposed transport infrastructure investment being considered through LEP Local Growth Programmes, including:</p> <ul style="list-style-type: none"> <li>• Opening up specific sites e.g. bridge and spur road access to Bakewell Riverside</li> <li>• Broader road improvements to facilitate business development e.g. on A50, A515 and A6</li> <li>• Improving links into the Peak District from surrounding conurbations e.g. Glossop road and rail routes</li> <li>• Improving links within the Peak District to support access to employment and training e.g. Wheels to Work schemes</li> <li>• Public realm and linked transport measures e.g. at Buxton</li> <li>• A new link road from the A52 into the Ashbourne Airfield site to open up land for development</li> </ul>
Strategic Fit with LEP ESIF/Economic Plans	<p>Fit with D2N2:</p> <ul style="list-style-type: none"> <li>• Infrastructure for economic growth</li> <li>• Employment and skills</li> </ul> <p>Fit with SCR</p> <ul style="list-style-type: none"> <li>• Ensure SCR businesses have the support they need to realise their growth potential</li> </ul>

**Theme A: Business Sites**

- Provide the conditions that businesses need to prosper and become more resilient

Fit with Stoke & Staffs is less clear as its SEP is not yet a public document, but the focus on job growth and increasing the size of the local economy suggest that this type of intervention would fit.

This intervention also supports the market towns in the Peak District to enhance the contribution they can make to economic growth and employment from within their existing footprint by focusing on the reuse or reconfiguration of employment land and premises.

Brief Description of how the intervention will deliver growth

There are examples of business schemes which are delivering economic growth in the Peak District. For example, the business premises provided by Litton properties in Bakewell has been noted as a good example of providing business space to allow local companies to grow with Thornbridge Brewery illustrating what success can look like as it has grown from nothing to a turnover of c£10m pa over ten years. Providing support to allow this type of space for business growth to be provided could form part of this intervention.

Provision of business space in this way can unlock the potential of employment land, delivering jobs and GVA outcomes. Sites and areas which have potential for consideration include:

- Ashbourne Airfield
- Bakewell Riverside
- Bolton Copperworks, Churnet Valley
- Swizzels Matlow in New Mills
- JCB near Leek

These sites are sizeable and require support to address infrastructure deficiencies and enable property development.

Aims and objectives

Including market failure to be addressed

To increase the supply of good quality, modern business space within the Peak District.  
To grow the number of businesses operating within the Peak District.  
To increase the stock of jobs in the Peak District  
To support attainment of the economic growth ambitions set out in the LEP SEPs.

Rationale for intervention and supporting evidence

Smaller businesses and new starts may be unwilling to take on new rental leases but a trial period of up to twelve months in a building that has vacant employment space would allow them to trial it with a view to making a permanent shift at market rates once they have completed the trial period. This could have the dual effects of supporting businesses to expand and grow while also reducing vacancy levels for employment space.

For larger businesses there may be pent-up demand for new premises to facilitate economic growth and this growth may be accommodated elsewhere if local solutions are not found. For example, Swizzels Matlow is a confectionery manufacturer with a turnover of almost £50m pa based in New Mills where it employs about 600 people. The company has outgrown its existing base and needs to expand but wants to do so locally. An intervention to assist with preparing a site in New Mills or High Peak would facilitate this expansion and support economic growth for a key local manufacturer.

Potential outputs and outcomes (LEP targets,

A range of economic growth outputs can be identified:

- Hectares of land brought back into employment use

Theme A: Business Sites	
others)	<ul style="list-style-type: none"> <li>• Square metres of floorspace created</li> <li>• New jobs created through business expansion and growth</li> </ul> <p>The outcomes would be an increased economic contribution from the Peak District and its businesses to the economy of the LEPs</p>
Indicative costs	<p>Difficult to set out an indicative cost at this stage as each intervention would be different and the full extent of requirements will not be known until intervention proposals are identified and worked up in more detail.</p> <p>There could be scope for a programme based approach to operate which would support wider LEP aspirations to provide the space for business growth.</p>
Indicative funding from other parties	<p>This would need to be considered on a intervention-by-intervention basis. Where private sector developers are involved there would be contributions levered from them and similarly there would be leverage from individual private sector businesses</p>
Lead Partner/champion	<p>This would be led by district councils who have the responsibility for monitoring, regulating and facilitating supply of employment land to match demand so that economic growth can be supported. This could be facilitated through joint working by Derbyshire Dales, High Peak and Staffordshire Moorlands councils</p>
Other partners and role	<p>The district authorities would need to liaise with colleagues at County level to ensure strategic fit</p> <p>Private developers and landowners</p> <p>Private businesses with robust growth plans and clear cases for financial support</p>
Deliverability in 2015/16 (inc. spend and outputs)	<p>Establish parameters and priorities for feasibility work to support development on employment sites.</p> <p>Support two interventions, e.g. Swizzels Matlow expansion and a smaller scale intervention in a market town</p> <p>Indicative budget of c£1m for two interventions</p> <p>Support 100 new jobs (cost per job of c£10,000 provides a good target range)</p>
Deliverability in 2016/21 (inc. spend and outputs)	<p>As momentum picks up in the economy there is potential for more interventions to be made.</p> <p>There is also potential for Peak District partners, especially local authority planning and economic development officers, to take more of a lead on considering patterns of land allocation and land utilisation in the market towns with a view to enhancing the economic footprint and contribution of market towns through better consideration and management of land and property.</p>
Risks and risk management	<p>The district planning authorities have records on availability of employment land as required as part of the evidence-base for strategic land-use planning. There is an inherent risk in compiling this material that the potential opportunity to see economic growth delivered on allocated sites is not always considered as much as it could be. This risk could be managed through this intervention and the economic footprint of the Peak District and its market towns enhanced as a result.</p> <p>Accommodating the needs of growing businesses is important otherwise there is a real risk of them expanding elsewhere leading to a loss of economic activity from the Peak District. Entering a dialogue with key local businesses aids understanding of frustration about limits on growth due to land and property and could lead to improved connection between demand and supply of employment land and premises to support economic growth.</p>
Next steps:	<p>A) Set up a business mentoring/account management process between local</p>

#### Theme A: Business Sites

- Actions
- Timetable
- Milestones

authorities and Peak District businesses so that engagement is facilitated between senior officers and business owners/ managers in the area. This is based on the Blackburn with Darwen and Walsall models where senior council staff has been engaging with business leaders to understand their needs and requirements for growth. It also takes forward a similar initiative being established by Staffordshire Moorlands District Council. This could be started at market town level so that the local business expansion needs are specific to each market town. Simultaneously, other business growth needs could be discussed such as: opportunities for supply chain development; skills development needs; high growth opportunities; and transport issues. Private sector partners on BPD could advise on how best to set about this?

This business mentoring approach could support the Growth Spokes intervention too.

- B) A list of potential development sites has been collated by the district councils. This needs review and consideration to determine which of these sites have potential to be brought forward through this intervention.
- C) Liaison with transportation colleagues to integrate employment site development and wider transport schemes that facilitate access to and opening up of such sites, and linking with programmes and interventions proposed through Local Transport Boards



Table 5.4: Marketing and branding

Marketing: Inspired by the Peak District Brand Development	
Proposed activities, area of coverage	Proposed Pilot Activity
	<p>Pilot intervention to use Visit Peak District branding launch opportunities in 2014 to evaluate impact of 'Inspired by the Peak District' on business reach and turnover, working with Brand Champions (businesses who have signed up to use of the brand and logo e.g. Hope Construction, Thornbridge Brewery). VPD are working up a pilot project to recruit up to 50 new businesses to take on the brand, in the early part of 2014. This proposal is to assist VPD to develop a monitoring framework for use by participating 'brand champion's, that can report on business benefits and build the economic evidence for use in rolling out the brand toolkit more widely from 2015.</p> <p>Longer term work to extend reach of the 'Inspired by the Peak District' brand with businesses in the wider Peak District, utilising experience from the pilot project and linking with other priority interventions particularly supply chain (exporting) and skills development</p>
Strategic Fit with LEP ESIF/Economic Plans	<p>Growing and deepening private sector employment especially in niche areas such as the visitor economy (D2N2); food and drink (D2N2, LCR)</p> <p>Supporting growth amongst existing enterprises and supporting new starts</p> <p>Maximising opportunities for inward investment and internationalisation</p> <p>Improving the brand and marketing the area as a place to do business</p> <p>Contributing to development of a low carbon economy.</p>
Brief Description of how the project will deliver growth	Engaging businesses in use of the 'Inspired by the Peak District' brand as a marketing tool to add value to their products and services and thereby increase business turnover, productivity and GVA.
Aims and objectives Including market failure to be addressed	<p>The aim of this intervention is to work with Visit Peak District and Derbyshire (VPDD) to extend the reach of the Peak District brand to support business marketing and development, inward investment and exporting aspirations of wider Peak District businesses.</p> <p>It fits with and works with VPDD to take forward Strategic Aim 6 of the Draft Peak District and Derbyshire Growth Strategy for the Visitor Economy 2014 - 2020</p> <p>A key objective is to extend the reach of the brand beyond core visitor economy businesses and into other business areas where raising the profile of location could carry value added opportunities, encompassing those sectors that might be more obvious e.g. in the food and drink or creative industries sector, but also pilot its use in other business sectors important to the wider Peak District e.g. advanced manufacturing.</p>
Rationale for intervention and supporting evidence	<p>A report by Colliers International<sup>10</sup> identified a key finding from its research as the inconsistency of the branding of the Peak District and Derbyshire as a destination, the adverse impact this might have for the destination in terms of visitor recognition and the need for a single brand, consistently used. 'Inspired by the Peak District' is being developed in response to this, developing a toolkit for use by businesses and encompassing logos, straplines and marketing/promotional text which can be consistently used.</p> <p>The toolkit requires development and testing and 2014 is seen as a developmental year for this. Peak District Partners see the 'Inspired by the Peak District' brand as a 'golden thread' that should run through all its activities and would therefore wish to work with VPDD on its development and use and ensuring that business in the wider Peak District</p>

<sup>10</sup> Colliers International, Stage 2 Report, Derbyshire Recommendations (part of D2N2 Tourism Impact Study), January 2014

Marketing: Inspired by the Peak District Brand Development	
	(including Staffordshire Moorlands) is enabled to participate in its use. However the direct business benefits evidence needs to be developed.
Potential outputs and outcomes (LEP targets, others)	Pilot project to work with up to 50 businesses as a feasibility project in 2014
Indicative costs	Main costs of pilot project being developed by VPDD. Peak District partners to contribute time to helping shape a longitudinal monitoring structure for businesses and support VPD's lead person working on this pilot project
Indicative funding from other parties	As above
Lead Partner/champion	VPDD
Other partners and role	Business Peak District – to support development of a business monitoring framework for the business participants in this pilot project
Deliverability in 2015/16 (inc. spend and outputs)	Pilot project proposed for 2014/15 as one year initiative with longitudinal monitoring in order to build up the evidence and support wider rollout of the initiative in 2015
Deliverability in 2016/21 (inc. spend and outputs)	Will follow from pilot project
Risks and risk management	D2N2 is keen to see development of this initiative and support a pilot project in 2014. It is important to ensure that the pilot provides the evidence of tangible business benefits as this will provide the incentive to businesses to use the Peak District branding toolkit and get involved. Ensuring successful delivery of the pilot project is therefore important and Peak District partners could work with VPDD on this.
Next steps:	Work with VPPD over next 2-3 months to develop business monitoring framework; and then subsequently to support recruitment and monitoring of businesses to the pilot.
- Actions	
- Timetable	Longer term timetable to be developed with VPDD
- Milestones	

Table 5.5: Digital Connectivity

D: Digital Connectivity	
Proposed activities, area of coverage and	<p>This intervention seeks to work with County Councils/BDUK roll out programmes in three ways:</p> <p>(a) To facilitate businesses to access fast broadband by::</p> <ul style="list-style-type: none"> <li>• availability of grants/loans to businesses to facilitate their access to fast broadband or who cannot access fibre broadband and therefore need to put in place alternative solutions (this could be LEP wide which Peak District businesses can access; it may also be part of final plans for broadband rollout so working with roll out programmes is vital. BDUK connectivity vouchers could provide a model; grants of £250 - £3,000. Community Rural Broadband Fund currently supported through RDPE Programme could also provide a model. Support for broadband could be included in the next round of RDPE)</li> <li>• availability of small grants/loans to businesses who want to invest in innovative technologies or activities that make use of superfast broadband (see the Superfast Cornwall Fund as a model). (This could be a fund piloted in the wider Peak District. Alternatively it could be part of wider access to finance initiatives as one strand of activity. However it needs to be accessible to micro businesses. The Superfast Cornwall Fund provides 50% grant of between £1,000 - £50,000)</li> </ul> <p>(b) Ensuring digital enablement of targeted workspace in the Peak District in support of networked innovation centres and broadband connectivity for new starts and business growth There may be a specific requirement to retrofit some key premises – therefore a funding implication There is also a need to ensure it is built into all new proposals – this would not have direct resource implications for this project)</p> <p>(c) Supporting businesses to make the most of fast broadband opportunities through events and 1 to 1 business advice including from ICT experts. This builds on the opportunity initiatives already linked with broadband roll out programmes such as ‘Optimising Business Broadband’ currently running in Staffordshire and Shropshire; or Connecting Cheshire. It could be achieved through business advice put in place as part of Growth Hubs proposed by LEPs – and delivered through the Growth Spokes intervention proposed for the wider Peak District.</p>
Strategic Fit with LEP ESIF/Economic Plans	<p>Investment in Infrastructure to Support Business Growth</p> <p>Enhancing access to and use of ICT for business competitiveness</p> <p>Remedying broadband notspots and slowspots</p> <p>Improving connectivity locally, nationally and internationally</p> <p>Equipped for technology change (C&amp;W)</p> <p>Business Competitiveness</p> <p>Supporting R&amp;D and Innovation</p> <p>Supporting business growth sectors (including visitor economy, digital and creative sectors D2N2, LCR and SCR, healthcare technologies SCR and LCR )</p> <p>Supporting inward investment</p> <p>Supporting a low carbon economy</p> <p>Balancing economic growth with reduced levels of carbon emissions</p> <p>Enhancing skills</p> <p>Delivering employer led skills development programmes</p> <p>Skills development for young people/unemployed</p> <p>Creating a work ready population</p>
Brief Description of how the intervention will deliver growth	<p>A UK literature review of the impact of broadband<sup>1</sup> identifies a range of economic benefits for businesses from improved broadband connectivity, including:</p>

D: Digital Connectivity

Business efficiency and productivity improvements  
 Potential for job creation and safeguarding (although improved efficiency through ICT use could also lead to reduced labour inputs)  
 An enabler for international trade and innovation in businesses  
 Enhances the potential for homeworking/teleworking, with associated carbon savings from reducing the need to travel  
 Creates direct jobs putting in the infrastructure and spillover effects in businesses who service use of ICT  
 There will be a jobs and GVA benefit from these. Evidence from a mid term evaluation of the Cornwall and Isles of Scilly Superfast Broadband initiative<sup>2</sup> indicates an average of 0.23FTE job creation from businesses surveyed who had been connected to superfast broadband for 12 months.

Aims and objectives

Including market failure to be addressed

Aim: working with the broadband roll out programmes to support businesses in the Peak District to have access to fast broadband with the necessary skills to maximise its business benefits  
 Objectives:  
 Support investment to ensure SMEs can access broadband connections through alternatives to fibre, in areas where broadband rollout through fibre optic connections cannot be achieved or only at speeds which are insufficient  
 Ensure businesses are supported to make the best use of broadband opportunities for business growth  
 This intervention aims to work with the relevant digital roll out programmes to support their delivery but acknowledging that they will not be able to secure 100% coverage of all premises and some remote rural areas in the Peak District may not be able to access fast broadband through these programmes<sup>11</sup>.

Rationale for intervention and supporting evidence

Broadband rollout programmes through Digital Derbyshire and Broadband Staffordshire are still in development. Overview maps published by both programmes indicate the potential timescale and broad areas for roll out, showing:

- For Staffordshire Moorlands, parts of the district where fibre broadband rollout is not scheduled to start until 2015; and where areas where c3% of premises may only reach a minimum of 2Mbps by 2016 and where extra funding would be needed to bring these up to superfast speeds
- For Derbyshire Dales, a very mixed picture with some areas not within plan until 2016 and others indicated as not yet within a roll out plan
- High Peak with a significant area in the east of the District not within plan until 2016

At this stage there is no specific knowledge of exactly which premises will receive fibre optic broadband when, or will not be capable of linking into fibre broadband rollout and therefore where alternative arrangements might be needed. Both programmes recognise that a small number of premises may be in this latter category. Acknowledging that more rural locations and therefore businesses may not be able to access fibre broadband or where there will be delays or businesses need assistance to connect into the fast broadband, this intervention places a marker for supporting businesses to connect, including for broadband alternatives where fibre broadband access will not be possible. BDUK currently operates a Connection Voucher Scheme (through Metronet UK) available

<sup>11</sup> 'at least' 99% will have access to any form of superfast broadband by 2018, which also includes the use of wireless services (4G, fixed wireless etc.) as well as fixed line solutions...'. Part of a pledge by Danny Alexander Chief Secretary to the Treasury, June 2013, together with £250m to ensure fixed line superfast broadband reaches 95% of the population by 2017 (99% by 2018 with wireless). Reported in ISP review <http://www.ispreview.co.uk/index.php/2013/06/spending-review-delivers-boost-for-uk-broadband-infrastructure.html>

**D: Digital Connectivity**

only to businesses in 'superconnected cities'. This provides a grant of between £250 - £3,000 to SMEs for connecting into superfast broadband. A similar scheme could be established for rural businesses.

A UK Broadband Impact Study reporting in 2013<sup>12</sup> indicated that research showed the extent of economic benefit is in part dependent on managerial culture and extent of IT skills within businesses. Lack of skills can hinder best use of ICT through broadband for business benefit. This intervention therefore also seeks to work with the roll out programmes to support their work with businesses e.g. through Digital Derbyshire Broadband Champions programme or building on the Optimising Business Broadband programme currently running in Staffordshire and Shropshire, which works with businesses through events and on a 1 to 1 basis to plan for effective integration of ICT into business practices to boost turnover and support growth.

Potential outputs and outcomes (LEP targets, others)	Experience from Cornwall and Isles of Scilly Superfast Broadband programme Mid Term evaluation indicates, from a business survey, an average of new jobs created per business as a result of improved broadband access as c0.2FTE. At an average of £50.350 GVA per FTE, each 0.2FTE created would generate £10,070 GVA. Whilst this can be no more than indicative, it does indicate the potential for jobs and GVA from connectivity with superfast broadband.
Indicative costs	Not known at this stage
Indicative funding from other parties	Not known at this stage
Lead Partner/champion	Currently work on broadband rollout is through Broadband Staffordshire and Digital Derbyshire. Business development initiatives may flow through other routes
Other partners and role	Business Peak District could act as a point of coordination and contact
Deliverability in 2015/16 (inc. spend and outputs)	Not possible to identify at this point. Will depend on outcome of ongoing broadband rollout programmes and future direction of business support programmes/inclusivity of connectivity funding and business advice within these.
Deliverability in 2016/21 (inc. spend and outputs)	As above
Risks and risk management	At this stage, the key risk is lack of information on broadband rollout and lack of engagement with developing plans. This project is intended to address that risk
Next steps:	Key requirement is liaison over the next 6 months (with a view to developing requirements) with:
- Actions	Broadband rollout teams in Staffordshire and Derbyshire to understand programme of rollout, identifying which areas are unlikely to receive superfast broadband and therefore what the alternative options might be
- Timetable	Developing growth hub and access to finance schemes with LEPs to establish whether these will support connectivity (finance and business support) as a specific component and/or whether additional support may be needed, working with businesses in planning for and utilising fast broadband for business benefit. Any such scheme would need to be flexible to adapt to changing business requirements as they become familiar with broadband use
- Milestones	Working with Optimising Business Broadband team at Staffordshire County Council and Digital Derbyshire, to link with current schemes relevant to business support/business champions . There is an opportunity here to use their experience to build up evidence on

<sup>12</sup> UK Broadband Impact Study Literature Review, February 2013, SQW, for DCMS

<sup>2</sup> Superfast Cornwall Evaluation Final Mid Term Report, November 2013, Serio with Buckman Associates Ltd for Cornwall Development Company.

#### D: Digital Connectivity

the business growth potential of better connectivity. There is also potential to work with both existing programmes to encourage their work within the wider Peak District e.g. facilitating events by providing venues, utilising existing business contacts etc

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Table 5.6: Pedal Peak

B: Pedal Peak Business Initiative	
Proposed activities, area of coverage	<p>The Pedal Peak Initiative has a developed action plan of short (2014 - 2016, medium (2016 - 2018) and long term (2018+) actions related to development of the initiative. This template focuses on some key elements that can lead to business benefits of the Pedal Peak initiative:</p> <p><b>Product development:</b></p> <ul style="list-style-type: none"> <li>• Capital investment to facilitate development of cycle hubs, building on the network of trails. Two locations are initially identified with potential for development and for which feasibility work is required in the short term: Millers Dale and Parsley Hay. Capital/revenue investments through extending the scope of the 'Cycle Fund' to:</li> <li>• Facilitate business engagement directly linked with the Peak cycle route network e.g. funding for safe cycle parking at shops and cafes, support to businesses servicing cycle use, support for businesses developing innovative new services to visitors using the trail (e.g. digital apps)</li> <li>• Support for local links associated with access to market towns, villages and other access to business opportunities (and that can also facilitate cycling as a travel to work/travel to business opportunities option); through business and community initiatives. These could be considered through the 'Cycle Fund' in terms of small grants or as a separate small grant initiative through LEADER/CLLD</li> </ul> <p><b>Business development:</b></p> <ul style="list-style-type: none"> <li>• Business support targeted at businesses linking to and working with the trails network, supporting and supplying into it - in order to boost visitor spend and build up productivity in the visitor economy and build up the business benefit from the Peak District cycling network. This strand of activity could be incorporated into business support proposed through the growth spokes project</li> <li>• Skills development (could be part of other LEP skills development initiatives or those proposed in this strategy) and business support</li> <li>• to support the construction and maintenance of cycle routes, with potential for apprenticeships</li> <li>• to support businesses with advice around marketing and capitalising on the pull of the trails and wider Pedal Peak activities</li> </ul> <p><b>Trail Development</b></p> <ul style="list-style-type: none"> <li>• Further phase of development to continue extending the trails routes to link into main urban centres, encompassing Derby, Chesterfield and Manchester and continuing to encourage day and short break cycling use; currently at very early stages of development; concept planning</li> </ul>
Strategic Fit with LEP ESIF/Economic Plans	<p>SME Support and Growth:                      Growing and deepening private sector employment in the visitor economy                      Developing supply chain opportunities in the visitor economy                      Supporting a key sector – the visitor economy (D2N2)                      Inward Investment                      Attracting inward investment (UK and overseas)                      Creating the right conditions for growth:                      Revitalising market towns and villages                      Developing connectivity and links (including sustainable transport, D2N2, S&amp;S, GM, C&amp;W, LCR)                      Building a brand</p>

B: Pedal Peak Business Initiative	
	<p>Green infrastructure (SCR, S&amp;S)</p> <p>Skills development</p> <p>Developing the skills base, fostering a culture of innovation</p> <p>Ensuring skills and training meets business needs</p> <p>Supporting a shift towards a low carbon economy</p> <p>Contributing to sustainable economic growth (cross cutting theme)</p>
Brief Description of how the intervention will deliver growth	<p>Increasing the number of recreational cycling day and staying visits to the wider Peak District from surrounding areas with associated visitor spend (e.g. currently estimated at £29.27 per day visitor, 2011, Visit England). Additional visitor spend will, in turn, translate into jobs and added GVA for the visitor economy (c£50,000 of visitor spend is estimated to deliver 1 FTE; every £1 of visitor spend, generates 39p of GVA within the local economy<sup>13</sup>)</p> <p>Enhancing the opportunities for business engagement with Pedal Peak; with potential for direct jobs creation and GVA benefits through businesses - either new starts or existing business growth</p> <p>Providing skills development opportunities in construction, environmental management and other associated skills linked to cycle trail and cycle hub development, with consequent potential for employment, delivering jobs and GVA</p>
Aims and objectives Including market failure to be addressed	<p>Pedal Peak is an initiative to build up a world class recreational cycling opportunity in the wider Peak District and make the Peak District National Park the most cycle accessible one (in the UK and the world). There are some 3.5million people who live with one hour's (10 miles) cycling of the Peak District National Park but whose ability to take the opportunity for cycling to and within the Peak District is hampered by poor cycling infrastructure connectivity linking the cities into existing Peak District cycle trails, and limited ancillary facilities to encourage visitor spend.</p> <p>Surveys of walking and cycling users of existing trails by PDNPA indicates that only 25% of users in a survey spend £25 or more on their day visit – yet the average spend per day visitor nationally is £27 – indicating considerable potential to develop opportunities for day visitor spend from trail users. 79% of visitor expenditure had gone on refreshments on or near the trail – indicating the potential for developing this area of spend. Only 8.5% had gone on accommodation suggesting potential for encouraging more staying visits to take advantage of the Trail network</p>
Rationale for intervention and supporting evidence	<p>The intervention builds on Phase 1 and II of Pedal Peak, a major partnership initiative to develop recreational, leisure (and commuting) cycling activity in the wider Peak District. It is targeted at:</p> <ul style="list-style-type: none"> <li>-Building up productivity in a below average sector</li> <li>-Supporting opportunities for greater visitor spend for local business benefit</li> <li>-Making use of environmental assets for business benefit</li> <li>-Community led development opportunities?</li> </ul> <p>Phase II of Pedal Peak is currently underway, funded from Dept for Transport and with partnership matched funding. It encompasses</p> <ul style="list-style-type: none"> <li>• Development of four trails that will link existing trails within the Peak District into wider loops and extend links into surrounding urban areas.:             <ul style="list-style-type: none"> <li>○ The Little John Route providing connections into Manchester and Sheffield and including a Hope Valley Link</li> </ul> </li> </ul>

<sup>13</sup> Source: Visit Peak District Colliers Evidence Report: Stage 2 Report Jan 2014. Uses data produced by the Tourism Intelligence Unit



**B: Pedal Peak Business Initiative**

- The Staffordshire Moorlands Link opening up access from Stoke on Trent into the Peak District using the Manifold Trail and The Roaches link
- The Little Don Link opening up access from Sheffield and Barnsley into the Peak District
- The White Peak Loop, opening up rail access from Derby, Nottingham and Manchester onto the Monsal Trail and High Peak Trail, with cycling connections to stations and links into Buxton
- A Cycle Friendly Places Fund of c£140,000 over 12 months, to support business and community initiatives to capitalise and link to the trails network to create cycle friendly infrastructure (capital scheme only), enhancing the visitor economy
- Associated monitoring activity

Potential outputs and outcomes (LEP targets, others)

Phase II trails development anticipated to deliver some 326,000 new walking or cycling trips per year. This volume of activity will deliver economic value when visitors spend their discretionary income in the area.

In overall terms, outputs will be derived from additional visitor spend of these new visitors to the Peak District (e.g. using Peak District average visitor spend figures and associated GVA figures above and assuming 50% new visitors do spend locally, this might equate to c£4m additional visitor spend and £1.59m additional GVA).

In specifics the proposed Cycle Fund will deliver direct jobs and GVA outputs/outcomes from participating businesses. Based on the LEADER experience (cost per job) this could be in the order of 20 FTE and associated GVA. Development of two physical sites at key cycle hub locations will generate direct jobs and GVA – the feasibility studies will determine the scale of what this might be.

Phase II trail links will also encourage modal shift for commuters; the DfT bid identifies that the Little Don Link is expected to support 148 trips to work in first year rising to 296 by 2023. It is anticipated that the White Peak loop will enable commuters to access Matlock Bakewell & Buxton; the major employment areas close to the loop. The Little Don Link will enable commuter access to both Sheffield and Barnsley, from Langsett and Stocksbridge and Sheffield City Council see it as key cycle commuter route. The Hope Valley Link of the Little John route will enable cycle access to Hope Valley College and Hope Cement Works, both major employment sites. The route will also provide commuter access to four of the railway stations on the Hope Valley Railway line linking Sheffield and Manchester.

There will also be carbon savings. Phase II bid estimates that each additional cyclist will travel an average of 17.5 miles, saving 1.2kg of CO2 per person compared to the amount emitted if they had driven.

Indicative costs

**Short term:**

Wider Peak District Cycle Fund £280,000 for two years to extend existing fund and its potential for business development to develop business productivity and build the visitor economy. Associated monitoring to track productivity and jobs benefits with a view to reviewing and extending the Cycle Fund into the longer term. Proposed as a grant scheme on a 50:50 split of grant:business (or community enterprise) matched funding, and with administration costs to run the scheme at c15% (One year funding secured through DfT funded package of developments)

Feasibility funding to develop the options appraisal and business cases for Millers Dale and Parsley Hay cycle hub facilities – suggested indicative cost of £50,000 for both sites in order to bring them to a point of readiness for full development cost applications

B: Pedal Peak Business Initiative	
	<p>(inclusive of drawings for costing by QS)</p> <p>Skills development programme; scope to be developed – could link to other skills development initiatives</p> <p>Business support; work with business support programmes to build in elements that can support ‘Pedal Peak’ businesses</p>
	<p><b>Longer Term:</b></p> <p>Further development of the Cycling Trail network - not yet scoped or costed</p> <p>Millers Dale development – indicative capital cost £1.5m</p> <p>Parsley Hay development – indicative capital costs £450,000</p> <p>Extension and development of the Wider Peak Cycle Development Fund c£170,000 p.a.</p>
Indicative funding from other parties	<p>Phase II development of the Cycling Trail network - £5m from Dept Transport, £2.5m from local partners.</p> <p>Wider Peak District Cycle Fund – matched funding from applicants</p> <p>Feasibility study – 50% matched funding to be found from local partners</p>
Lead Partner/champion	PDNPA – as overall champion of the Pedal Peak initiative, working with a wide range of partners
Other partners and role	<p>Derbyshire County Council – leading on delivery of the current DfT funded Pedal Peak Phase II intervention (which in turn includes a number of organisations delivering/engaging with elements of that package; including Barnsley Metropolitan Borough Council, Sheffield City Council, Staffordshire County Council, Stoke on Trent City Council, Staffordshire Wildlife Trust and Canals and Rivers Trust); and a potential partner in Phase III trail development</p> <p>Destination Management Organisations; collaborative marketing and branding support; cyclist welcome scheme etc</p> <p>LEPs – working with growth hubs through the growth spokes intervention on business support related to Pedal Peak</p> <p>Business Peak District: working through BPD partners to develop business supply chains linked to Pedal Peak. Working with businesses ahead of key cycling events to maximise their potential for economic gain from these</p> <p>Working with HE/FE providers on skills development</p>
Deliverability in 2015/16 (inc. spend and outputs)	<p>DfT funded trails – construction completion by April 2016</p> <p>Major sites: Parsley Hay and Millers Dale – business planning to detailed consent stage (one by May 2015, one by April 2016).</p> <p>Wider Peak District Cycle Fund into operation</p>
Deliverability in 2016/21 (inc. spend and outputs)	Major sites: Parsley Hay and Millers Dale - construction
Risks and risk management	<p>Risk Allowances have been built into the DfT approved intervention and a risk log was prepared for that scheme as part of the bid.</p> <p>Main risk is that businesses are not sufficiently aware and equipped to be able to gain economic benefit from the infrastructure work currently progressing through Phase II activities. This business initiative has been developed, to work with and build on the physical infrastructure being put in place to mitigate the risk. Key risks in implementation include demonstration of business benefits – hence the need for a sound monitoring framework put in place at the start of working with businesses so that evidence can be accrued; lack of synergy between different aspects of the initiative (route infrastructure, cycle hubs, business engagement) – there are already strong partnerships in place to support implementation which need to be maintained; delays in capitalising on route</p>

**B: Pedal Peak Business Initiative**

infrastructure investment – hence proposals for feasibility work for key components of cycle hubs to continue the momentum of development.

Next steps:

- Actions
- Timetable
- Milestones

Develop briefs for feasibility work for Millers Dale and Parsley Hay; within next 2 months, seek tenders and appoint by June, complete studies by November 2014. Results to then inform implementation of the major capital investment interventions with a view to the first commencing on site in 2015.

September 2014 – review progress with 12 month Cycle Fund project and begin to review its scope and criteria, together with monitoring framework for measuring business benefits. Revise criteria and any operational processes to launch a revised programme by April 2015.

Table 5.7: Supply chain and exporting initiatives to grow Peak District businesses (linked to Growth Hubs)

Theme A: Supply chain and exporting	
Proposed activities, area of coverage	<p>Peak District wide</p> <p>This proposal would take advantage of LEP wide initiatives, building in capacity for participation by Peak District businesses. Developing a 'Peak Offer' will be based on the following services which will be targeted on key sectors of the Peak District local economy as it relates to the LEP local economies:</p> <ul style="list-style-type: none"> <li>• Developing supply chains through networking businesses, targeting start-ups and start-up assistance/mentoring</li> <li>• Take advantage of existing HEI strengths in supply chain management (for example within Value Added Manufacturing) to engage businesses in areas like quality management, green/sustainable supply chains, Lean and Agile production methodologies</li> <li>• Develop stronger links with UKTI and support the development of programmes to promote exports from the Peak to elsewhere and promote Inward Investment into the Peak.</li> </ul> <p>Intervention to focus on the development of supply chains in key Peak District sectors, initially proposed as food and drink, and advanced manufacturing. There is also potential to 'green' supply chains, encouraging companies to adopt policies which would enhance their position in supplying goods and services to either the public direct or larger suppliers seeking green goods and services. The potential for greater supply chain development in the tourism sector has also been noted in connection with Pedal Peak (and is also relevant to other tourism initiatives e.g. Buxton Crescent developments).</p> <p>Activities would be complementary to those of the wider Growth Hub and Growth Spokes intervention. There would be additional resource to reflect the costs, smaller market and necessary take up rates in the Peak District area. These factors may make it uneconomical for the 'mainstream' Growth Hub to devote specific resources without a dedicated intervention.</p> <p>Links to the marketing initiative around 'Inspired by the Peak District' would also be key. The adoption of such an approach would add to the marketability of goods from what is a distinct rural area, and also add to the attractiveness and profile of the area to investors.</p>
Strategic Fit with LEP ESIF/Economic Plans	<p>Fit with D2N2 Growth Hub &amp; drive for business support simplification and ensure "consistent and coherent....offer [across D2N2]"</p> <ul style="list-style-type: none"> <li>• Business Support &amp; Access to Finance (key theme) <ul style="list-style-type: none"> <li>○ Build on supply chain opportunities linked to D2N2's major businesses</li> <li>○ Support high growth manufacturing sub-sectors and increase the already</li> <li>○ high level of exporting</li> <li>○ Capitalise on strengths within D2N2'S priority sectors</li> </ul> </li> </ul> <p>Fit with SCR Growth Hub</p> <ul style="list-style-type: none"> <li>• Increase sales of SCR's goods &amp; services to other parts of the UK and abroad (Key Action Area) <ul style="list-style-type: none"> <li>○ Demystifying exports</li> <li>○ Export challenge</li> <li>○ Incentivising exports</li> <li>○ Upscaling and local commissioning (UKTI)</li> </ul> </li> </ul> <p style="text-align: center;">Here the importance is to provide a meaningful portfolio of services which the Growth</p>

Theme A: Supply chain and exporting	
	Hubs can offer and which can be accessed via the hub-and-spoke model. The objectives and rationale for the Growth Hubs themselves are presented elsewhere – this pro forma focuses on specific services.
Brief Description of how the intervention will deliver growth	The intervention is intended to ensure Peak District businesses are encouraged and supported to develop stronger supply chains within the Peak District economy, to mutual economic benefit, as well as work within their supply chains to develop markets through exporting and supporting inward investors. Extending market opportunities will help to grow businesses with consequent jobs and GVA outcomes.
Aims and objectives Including market failure to be addressed	<p>Strengthen local business clusters and supply chains in rural key sectors</p> <p>Encourage Universities and other local sources of expertise to play a greater role in supporting the Peak District economy</p> <p>Ensure Peak District businesses meet the exacting - and rising standards - of quality necessary to supply goods and services in a global market</p> <p>Stimulate economic activity in the Peak – via the sale of goods and attraction of investment</p>
Rationale for intervention and supporting evidence	<p>The broad thrust of these interventions are identical to the challenges laid out in the SEPs for both the SCR and D2N2 which both identify supply chain enhancement and developing the 'volume of business' via exports and external investment . This specific project then addresses the additional difficulties Peak District businesses and potential Peak District start-ups face in these business development areas.</p> <p>Specific interventions and support make it more attractive to engage third party specialists such as UKTI and Universities to deliver support activity in the Peak District and also promote the presence of services to businesses themselves. Note that other business support initiatives (e.g. on skills) is seen as being a product of developing business networks and clusters, and these initiatives add a 'vertical' element to this clustering activity.</p>
Potential outputs and outcomes (LEP targets, others)	<p>Potential outputs and outcomes to be monitored include:</p> <ul style="list-style-type: none"> <li>• Number of businesses supported</li> <li>• GVA generated through additional turnover secured</li> <li>• Jobs created through additional economic activity</li> </ul>
Indicative costs	The Supply Chain Development programme in Northern Ireland may provide a model: This is primarily aimed at early stage enterprises/projects (producers, farmers and food producers) which have not yet developed relationships with their supply chain partners. It seeks to move them to a stage where they are confident to adopt new supply chain processes and offers the opportunity to gain greater knowledge in relation to what processors and retailers are looking for in order to satisfy the market for their product. The multi-year initiative is £2m – across a much larger area. It would not be unreasonable for a high quality multi-strand supply chain initiative to emerge to a locally applicable model for around half that. Developing marketing and an inward investment offer would be a smaller investment again – this would also be an enhancement and focus of activities elsewhere within the LEPs covering the Peak District.
Indicative funding from other parties	Not known at this stage.
Lead Partner/champion	Business Peak District can act as project champion from a Peak District perspective, working with LEP partners as supply chain initiatives develop
Other partners and role	LEPs and partners e.g. UKTI developing supply chain initiatives. Higher Education partners also involved in such initiatives.
Deliverability in 2015/16 (inc. spend and outputs)	Once funding is approved the presence of existing expertise from the HE sector and other dedicated organisations, including UKTI for marketing and inward investment will

Theme A: Supply chain and exporting	
	<p>mean activity can start relatively quickly with business engagement and project marketing activities able to start on appointment of a dedicated team.</p> <p>Initial interventions to focus on food &amp; drink and advanced manufacturing as sectors with strengths in the Peak District and the LEP economies.</p>
<p>Deliverability in 2016/21 (inc. spend and outputs)</p>	<p>These initiatives seek to develop GVA through (i) supporting individual companies to grow through their management procedures and approach to supply chains and (ii) are an area level, promote the sale of goods and attract capital flows into the Peak. As such, outputs will all contribute to the growth agenda over time. Closer working between individual companies and support agencies will also reveal new areas of management and support in which to work to add further value to this investment</p>
<p>Risks and risk management</p>	<ul style="list-style-type: none"> <li>• The demand for services will be less than expected: Early market development work and the delivery of activity from other strands should stimulate demand. Existing business surveys indicate frustration with lack of business support activities</li> <li>• Partners will be unwilling to participate in programmes: Highly unlikely, funding and programme activity will reflect ability to supply high quality services through the project as well as project likely levels of demand</li> <li>• Activity will not deliver expected business benefits: Services offered will be first class, and designed in conjunction with extensive consultation. Monitoring and evaluation will guide activity strategically.</li> </ul>
<p>Next steps:</p> <ul style="list-style-type: none"> <li>- Actions</li> <li>- Timetable</li> <li>- Milestones</li> </ul>	<p>Some research – primary and secondary – to develop working models in each of the three areas of activity (Developing supply chains in key sectors, specific high value interventions linking local businesses to best practice via HEI links and promoting the area to inward investors and potential new markets)</p> <p>Wherever possible this activity should ‘fit’ with the activities of planned Growth Hubs to minimise overhead and duplication. This initiative would potentially provide an extension to the services offered by LEPs, Chambers of Commerce and other agencies and discussion is needed to arrive at agreement on output attribution and investment levels from each of the partners.</p> <p>It also needs to work alongside ‘Inspired by the Peak District’ brand activities; and proposals to establish business mentors/business account holders (Business Sites intervention) who can establish individual business links and help to draw out supply chain opportunities and requirements.</p>

Table 5.8: Skills development to support business growth

C: Skills Development to Support Business Growth	
Proposed activities, area of coverage and	<p>This intervention would:</p> <ul style="list-style-type: none"> <li>• Work with employers in key economic sectors who take a lead role in identifying and supporting the skills solutions they themselves believe are needed, They would be free to commission training, provide the mechanisms to overcome barriers to training –e g cost sharing, local delivery, transportation etc – whatever employers agreed was necessary</li> <li>• Local employers and entrepreneurs work with schools from Year 5 upwards, the FE and HE sectors and specialist Enterprise Education providers to promote self employment to pupils of all ages</li> <li>• Promote business start-up opportunities and skills development in green industries which benefit local communities as well as the environment. This include skills in retrofitting energy efficiency measures into existing properties</li> </ul> <p>Interventions would be across the Peak District area – efforts would be made to attract key employers as well as smaller SMEs on a sector basis to identify skills needs. This could be part of the business champions work suggested in the ‘Business Sites’ intervention, where direct contact with leading businesses across the Peak District is proposed, to build up stronger private sector links.</p>
Strategic Fit with LEP ESIF/Economic Plans	<p>Fit with D2N2:</p> <ul style="list-style-type: none"> <li>• Employment for Skills (Theme)                             <ul style="list-style-type: none"> <li>○ Employability Charter</li> <li>○ Skills Engagement for Non-Engaged Businesses</li> <li>○ Sector Skills Action Plans</li> </ul> </li> </ul> <p>Fit with SCR Growth Plan</p> <ul style="list-style-type: none"> <li>• Develop the SCR Skills Base, labour mobility &amp; educational performance (Key Area of Action)</li> <li>• Creation of an SCR Skills Bank</li> <li>• Co-designed skills capital investment programme</li> </ul> <p>Fit with Stoke &amp; Staffs - links to Priority 6 of Strategic Business Plan - to ensure the skills and training of our workforce meet business needs</p> <p>At the core of the approach is the need to allow employers develop their own skills solutions and encourage young people to develop the skills at school and in the workplace which are required in today’s economy.</p> <p>There is an emphasis in the approach on marrying the desire to be sensitive to the environment, and providing the skills which are needed locally</p>
Brief Description of how the intervention will deliver growth	<p>Too often, the public sector has tried, with good intentions, to encourage local entrepreneurs to invest in their companies’ skills base, and for local residents, especially young people, to continue to develop their skills and so increase their employability in the local jobs market. It is often believed that the limited size of local factor markets limits the returns on such investment and there is a cycle of low investment and low economic growth. The public sector has failed to engage local companies and provide the desired solutions which would break this cycle. This approach is intended to overcome this</p>

**C: Skills Development to Support Business Growth**

problem by putting employers in the lead.

<p>Aims and objectives Including market failure to be addressed</p>	<p>To encourage employers to work together to overcome sector-wide skills shortages To promote self employment and entrepreneurship as a valid career choice and opportunity (this may link with LEP skills development proposals and could be delivered through this route if the aims to engage employers and young people is achieved)</p>
<p>Rationale for intervention and supporting evidence</p>	<p>At present the government focus in addressing skills shortages is to free employers and allow them to come together, identify common issues and then lead on commissioning the solutions they feel appropriate (for example Employer Ownership Pilots). HM Government's Skills for a Green Economy and England (2011), Skills for Sustainable Growth (2010) highlights the potential of the low carbon sector.</p>
<p>Potential outputs and outcomes (LEP targets, others)</p>	<p>There would be a wide range of outputs. These would include:</p> <ul style="list-style-type: none"> <li>• Training outputs</li> <li>• Business support outputs</li> <li>• Qualifications outputs</li> <li>• Business start-ups</li> </ul> <p>There would also be a range of outcomes:</p> <ul style="list-style-type: none"> <li>• Greater awareness of and pre-disposition towards self employment</li> <li>• A range of environmental outcomes (depending on the businesses and skills supported)</li> <li>• Increased skill base in one or more key sectors</li> <li>• Enhanced propensity for employers to work in partnership with each other and education/training providers</li> </ul> <p>Also there would be Strategic Added Value-based outcomes, for example:</p> <ul style="list-style-type: none"> <li>• Networks created</li> <li>• Funding bids submitted</li> <li>• Schools/pupils engaged</li> <li>• HE-FE Employer linkages made</li> <li>• Additional resources levered in</li> </ul>
<p>Indicative costs</p>	<p>Estimates from DCLG (2010) indicates that cost per net skills assist to NVQ level 2 or higher is £8851. The cost per person into employment is £13,300.</p>
<p>Indicative funding from other parties</p>	<p>Not known at this stage. Requires further development work</p>
<p>Lead Partner/champion</p>	<p>Business Peak District</p>
<p>Other partners and role</p>	<p>There are a range of potential partners and this will need to be scoped through developmental work.</p>
<p>Deliverability in 2015/16 (inc. spend and outputs)</p>	<p>To be scoped – see under next steps</p>
<p>Deliverability in 2016/21 (inc. spend and outputs)</p>	<p>To be scoped – see under next steps</p>
<p>Risks and risk management</p>	<p>Business refuse to get engaged in the process: The presence of the bank, awareness of</p>



### C: Skills Development to Support Business Growth

EO and the opportunity to play a lead role should entice major employers in key sectors  
Schools refuse to participate: Providing activities are complementary to mainstream education, then there will be an enrichment of activities (note Year 6 may be more difficult to engage)

Match funding is an issue – businesses will commit time as match funding

Next steps:

- Actions
- Timetable
- Milestones

There would be parallel activities – firstly a desk review of existing LMI and business surveys and prior economic strategies to identify results of past research. This would include sector based bodies such as CITB, People 1<sup>st</sup>. At the same time developmental work into creating a local Peak District wide informal network(s) of key employers and SMEs to come together and identify key opportunities and begin to develop thoughts on skills shortages and solutions to addressing them. The focus should be on engaging key employers in key sectors, drawing on intelligence and local knowledge. It will be larger employers who will be leading the skills initiative.

Development of an Action Plan for Business developed and agreed by March 2015 with commissioning to begin in April 2015. This could be part of LEP wide skills development activities, with LMI research in the Peak District making a specific contribution into this.



# Appendices

Appendix A. Peak District evidence base summary \_\_\_\_\_ 48  
Appendix B. Potential pipeline interventions \_\_\_\_\_ 53

# Appendix A. Peak District evidence base summary

## A.1 Executive Summary to ‘Growing the Rural Economy – Evidencing the Case for the Peak District’, Ekosgen, January 2014.

In November 2013, the wider Peak District partners – Derbyshire Dales and Staffordshire Moorlands District Councils, High Peak Borough Council and the Peak District National Park Authority – commissioned an independent economic assessment of the wider Peak District area. The primary aim of the research was to update the evidence base, confirming and expanding upon the existing understanding of the area, and to demonstrate its economic potential.

The research highlights the distinct opportunities for economic development offered by the wider Peak District area, arising from its unique characteristics. The wider Peak District can also make a significant contribution to achieving the economic objectives set by the Local Enterprise Partnerships which overlay the area.

## A.2 Economy and business

Table A.1: Economy and business, key facts

### Key Facts

**GVA:** In 2010, the value of the output produced in the wider Peak District (GVA) was £3.8bn.

**Employment:** 93,300 people are employed in workplaces within the wider Peak District.

**Sectors:** The wider Peak District has a diverse economic structure with manufacturing the largest sector, followed by the public sector, retail and hospitality, all major sectors of employment.

**Businesses:** There are 10,900 businesses in the wider Peak District area. The vast majority employ fewer than 10 people (91%), and survival rates are high.

The wider Peak District has a vibrant economy with a large, well established and resilient business base. The area has a high business density (67 businesses per 1,000 working age population), above the wider LEP areas and national average. Businesses in the wider Peak District have a better than average survival rate and are productive, generating a level of output per worker above or in line with the wider LEP areas and other comparable rural areas. Although most businesses are small, many have the potential for growth, and there are a number of important large or nationally based employers including JCB, Nestle, Swizzels Matlow, JD Williams, Lafarge Tarmac, Adams Foods and Eco-Bat Technologies.

Self-employment rates are high, illustrating a level of entrepreneurialism within the wider Peak District community which can be harnessed to contribute to a more competitive business base across the LEP areas.

Although there is some variation in the three districts’ sectoral employment structure, there are also commonalities. The wider Peak District has a high proportion of workplace employment in manufacturing, with particular strengths in the manufacture of food, metal products and machinery and equipment. Linked to the landscape, the visitor economy and agricultural sector are both important sectors. The agricultural sector, although modest in employment terms, has a key role in the maintenance of the Peak District landscape, which brings an array of important wider benefits and underlies the economy of the area.

The wider Peak District’s sectoral strengths play into several of the LEPs’ priorities:

- **D2N2 priority sectors:** Derbyshire Dales and High Peak make a significant contribution to food and drink manufacturing, the visitor economy and in advanced manufacturing sectors;
- **Sheffield City Region priority sectors:** Derbyshire Dales offers an ideal location for creative and cultural businesses. The exceptional landscape and access to neighbouring conurbations are key assets for building and expanding upon the creative and cultural business base.
- **Stoke-on-Trent and Staffordshire priority sectors:** Staffordshire Moorlands makes a considerable contribution to the manufacturing sector and sub-sector priorities (advanced manufacturing and applied materials), as well as the visitor economy priority.

### A.3 People and place

Table A.2: People and place, key facts

Key Facts
<p><b>Residents:</b> There are over 259,000 residents in the wider Peak District, 162,900 of whom are of working age. Of these, 123,300 are employed.</p> <p><b>Higher level skills and occupations:</b> 31% of residents of working age have a degree-level qualification, and 40% are employed in managerial, professional and associate professional occupations. However, 14% of working age residents (nearly 23,000 people) hold no qualifications, 18% have Level 2 qualifications and 15% have Level 3 qualifications.</p> <p><b>Contrast between resident and workplace earnings:</b> Workplace earnings in the wider Peak District are lower than average, whilst resident earnings match the national average.</p> <p><b>Quality of life:</b> The area has a very high quality of life offer linked to low levels of multiple deprivation and an exceptional landscape; however there are pockets of deprivation and unaffordable housing and limited employment opportunities lead to an outward migration of young people.</p>

The wider Peak District has a strong workforce, meaning that the area is characterised by high employment rates and correspondingly low unemployment, with a high proportion of residents with higher level skills and many employed in managerial and professional occupations.

Despite this, the employment available locally is often relatively low skilled, part-time and poorly paid. Fourteen per cent of the resident workforce hold no qualifications, and have very limited access to well-paid work.

The combination of low skills levels and poorly paid local employment results in pockets of deprivation in parts of the wider Peak District (often masked by the affluence of those residents who work outside the area), housing which is unaffordable for those on the average wage, and the outward migration of (better skilled) young people.

The wider Peak District offers an exceptional landscape and an excellent quality of life for the majority of residents. The landscape and the vibrant communities across the area attract visitors, highly skilled mobile workers and inward investors into both the wider Peak District area and into the surrounding cities and conurbations. Sustainable economic growth, which capitalises on the environment as an economic asset whilst maintaining and enhancing its attractiveness, will benefit both the wider Peak District and the surrounding areas.

#### **A.4 Economic linkages and interdependencies**

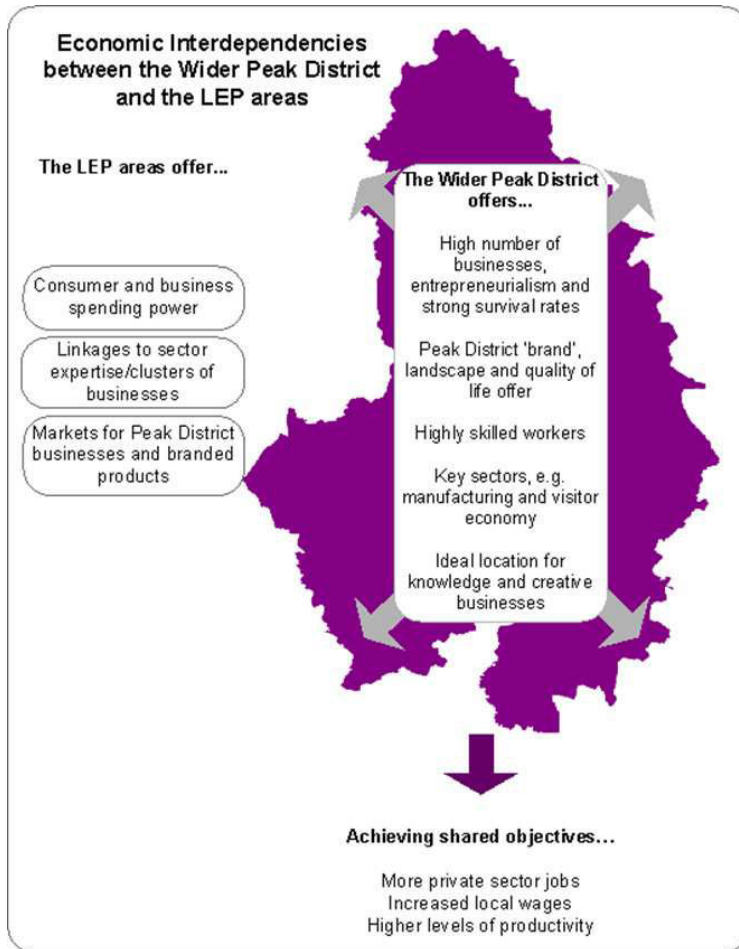
There are strong linkages between the wider Peak District and the surrounding conurbations, with strong commuter flows into each of the major cities, and some in-commuting from the surrounding areas into Staffordshire Moorlands. Each part of the wider Peak District also looks outwards towards the nearest major conurbation for the provision of more specialist services, rather than to other areas within the Peak District.

It is the external linkages with the cities and conurbations that will drive economic growth in the wider Peak District – providing markets for local businesses and products, employment opportunities for local residents and an important source of visitors to sustain the retail and visitor economies.

However, the internal linkages within the wider Peak District are crucial to ensuring that all residents and businesses benefit from economic growth, that it creates sustainable businesses and employment, and supports vibrant market towns and communities across the area.

Developing these internal linkages, by building on networks such as Business Peak District, strengthening supply chain links between businesses, and developing the Peak District 'brand', will help to ensure that in future a greater share of economic growth is retained within the wider Peak District area, supporting local businesses, creating jobs and ensuring vibrant market towns and local settlements.

Figure A.1: Economic interdependencies between the Wider Peak District and the LEP areas



## A.5 Growing the rural economy – The Case for the Peak District

The importance of rural economies to overall national economic well-being is well-established – they offer opportunities for economic growth, a dynamic business base, a strong manufacturing base and opportunities linked to the environment, as well as a high quality of life and an important contribution to the balance between economic growth and sustainability.

The wider Peak District is no exception and its offer and location, between a number of densely-populated conurbations, only enhances these opportunities. The wider Peak District offers important economic development opportunities both in its own right (creating more and better paid local jobs, growing the business base, providing opportunities for young people) and through contributing to the economic growth priorities of the Local Enterprise Partnerships. Proposed assisted area coverage in parts of the wider Peak District would enhance this contribution.

The key features of the case for investment in the wider Peak District are shown below.

Table A.3: Peak District growth potential

The wider Peak District offers significant growth potential arising from:

**Recent employment growth**

The wider Peak District has recently demonstrated its potential for growth in a time of reduced public sector spending and support.

**A productive area - £3.8bn GVA**

There is a strong productivity base on which to build and generate high value growth.

**High business density and entrepreneurialism**

A demonstrable and successful track record in business start ups

**Strong business survival rates**

A high survival rate increases the return from investment in start-up support and business growth.

A high value manufacturing base

Manufacturing is widely seen as a key sector which will help drive economic growth through innovation and export earnings.

**A qualified workforce**

Access to a skilled workforce is a key enabler of business growth.

Opportunity to capture (further) value from the landscape

The exceptional quality of the landscape draws individuals and (high value) businesses into the area.

Appropriate intervention and support is needed to ensure that this economic potential is realised and that the economic benefits which will result are harnessed for local residents and businesses as well as benefiting the wider LEP areas.

## Appendix B. Potential pipeline interventions

Table B.1: Pipeline Intervention 1

Low Carbon: Delivering Flood Alleviation and Water Management in support of business growth	
Description	<p>Linking water resource and management with its role in supporting business development through green infrastructure solutions</p> <p>Proposal:</p> <p>Innovative pilot Peak District project (initially with D2N2) Developing win win solutions between water management and infrastructure development for business growth, building on Moors for the Future innovative work and potential requirements for biodiversity offsetting (most likely relevant to business developments in D2N2 who include flood risk management as a specific activity in their SIF. Potential to extend principles of approach into S&amp;S/SCR)</p> <p>Comments:</p> <p>Has potential to develop direct links between business development and environmental benefits whilst also contributing to green infrastructure development.</p> <p>Requires some feasibility development. When EAFRD proposal are known, this intervention idea may also fit into that</p> <p>Could carry kudos for demonstrating sustainable business growth, and as an innovative approach to biodiversity offsetting which Defra could be interested in</p>
Fit with Strategy - LEP ESIF/Economic Plans and Peak District distinctiveness	<p>LEPs</p> <p>Providing the appropriate infrastructure to support business development</p> <p>Supporting the low carbon economy</p> <p>Promoting climate change adaptations</p> <p>Potential R&amp;D opportunities and business spin outs</p> <p>Peak District</p> <p>Use of Peak District brand and promoting environmental awareness as added value with business benefits</p> <p>Managing economic growth and environmental sustainability</p> <p>Supporting business development with branding (and adding to inward investment contribution)</p> <p>Potential for research and knowledge transfer with business spinout benefits</p>



Table B.2: Pipeline Intervention 2

Low Carbon: Renewable energy solutions for rural businesses	
Description	<p>Assisting development of a low carbon economy and sustainable economic growth</p> <p>Proposal:</p> <p>Peak District grant/loan support (or voucher scheme) to support business use of renewable energy options in rural business premises e.g. air or ground source heat pumps if appropriate (this could be part of eligible expenditure in a broader LEP wide business grant/loan programme)</p> <p>Skills development to support the assessment, installation and maintenance of small scale business premises renewable energy schemes (potential to link to energy efficiency proposals – see intervention B5)</p> <p>Development of a rural business premises exemplar project incorporating renewable energy examples (documented, evidence of installation and running costs). Link to proposals for business workspace e.g. projects A1 or B1</p> <p>Note:</p> <p>Planning requirements/guidance would need to be clearly specified as part of any grant/loan scheme</p> <p>Opportunity for local delivery through LEADER and use of EARDF</p> <p>Opportunities for R&amp;D or new product development associated with wider use of renewable energy options in a business setting</p> <p>Skills issue unknown. Potential for development with associated business start-up opportunities</p>
Fit with Strategy - LEP ESIF/Economic Plans and Peak District distinctiveness	<p><i>LEPs</i></p> <p>SME Competitiveness:</p> <p>Business growth through productivity gains</p> <p>Business growth in resource management activities</p> <p>Skills development</p> <p>Skills development in renewable energy installations and maintenance</p> <p>R&amp;D and Innovation</p> <p>Potential for innovation in renewable energy business installations</p> <p>Contribution to low carbon economy</p> <p>Contribution to sustainable economic growth (cross cutting theme)</p> <p><i>Peak District</i></p> <p>Building up productivity in businesses</p> <p>Building up resource resilience in businesses</p> <p>Making use of environmental assets for business benefit</p> <p>Business development and R&amp;D opportunities</p> <p>Community led development opportunities?</p>

Table B.3: Pipeline Intervention 3

A: Gap Funding for Business Expansion	
Description	<p>Proposal:</p> <p>A large grant/loan scheme accessible to employers in key sectors – more than likely well established employers employing significant numbers – looking for support to ‘gap support’ expansion and the necessary infrastructure to support that expansion. This may be a part of a LEP wide access to finance scheme.</p> <p>It will support projects which have investment but require additional assistance to trigger private sector investment. Examples may include new conference facilities for a hotel, developing processing capacity for a dairy, or developing sites for business expansion where additional land remediation costs may be holding back significant investment. The fund will support just a few medium/large scale investment projects, subject to de minimis/state aid rules.</p>
Fit with Strategy - LEP ESIF	<p>D2n2 “Portfolio of Access to finance Solutions”</p> <p>More Existing Business Growth (Sheffield)</p>

Table B.4: Pipeline Intervention 4

A: Peak District Social Enterprise Bank	
Description	<p>Proposal:</p> <p>Rather than attempting to create specific Social enterprises, this intervention seeks to stimulate social entrepreneurship through (i) mentoring, business planning and support, capacity building, advice on different funds and structures (e.g. community shares, CDFIs, IPSs) (ii) providing a facility to support via a loan fund (and possibly small development grants) new and expanding social enterprises</p> <p>The concept here is very much around (a) enabling communities to identify opportunities for social entrepreneurship and (b) encouraging social entrepreneurs – a third goal may be (c) encouraging investment in social projects via community shares or tax-efficient CDFIs</p>
Fit with Strategy - LEP ESIF/Economic Plans and Peak District distinctiveness	<p><i>LEPS</i></p> <p>Promoting social inclusion</p> <p>Maximising the contribution from smaller towns, villages and rural areas and opportunities available to their residents, supporting community cohesion (D2N2)</p> <p>Support for enterprise</p> <p><i>Peak District</i></p> <p>Service delivery and social inclusion</p>

Table B.5: Pipeline Intervention 5

A: Resource Management in Businesses	
Description	<p>Proposal:</p> <p>Business advice to support businesses in managing resource use for productivity gains (part of wider LEP schemes; contribution to the low carbon economy)</p> <p>Use of Peak District Branding to promote Peak District business as a resource efficient business location as part of the brand</p> <p>Supply chain development to support Peak District businesses in implementing resource efficiency measures</p> <p>Note:</p> <p>Need for rural proofing the commissioning of scheme</p> <p>Potential for links with environmental management</p> <p>Potential for links with capital investment workspace/retrofitting interventions</p>
Fit with Strategy - LEP ESIF/Economic Plans and Peak District distinctiveness	<p><i>LEPs</i></p> <p>SME Competitiveness:</p> <p>Business growth through productivity gains</p> <p>Business growth in resource management activities e.g. energy efficiency?</p> <p>R&amp;D and Innovation</p> <p>Potential for innovation in resource management</p> <p>Contribution to Low carbon economy</p> <p>Contribution to Sustainable economic growth (cross cutting SIF theme)</p> <p><i>Peak District</i></p> <p>Building up productivity in businesses</p> <p>Building up resource resilience in businesses</p> <p>Linking with ecosystems services – provisioning services</p> <p>Developing the Peak District Brand and EQM</p>

Table B.6: Pipeline Intervention 6

A: Peak Procurement Principles	
Description	<p>Local authorities to agree a set of common principles in terms of service procurement, with, for example agreed weighted scoring standards, common quality thresholds, common application forms and so on. Accompanying business support, mentoring and ‘meet the buyer’ events can complement and promote this activity. Note this is NOT shared procurement or combined purchasing agreement which can often work against the Aims and Objectives</p> <p>The aim is to further opportunities for local companies and companies employing local people to tender for public sector contracts through (a) simplification (b) specific procurement policies which give weight to local multiplier impacts</p>
Fit with Strategy - LEP ESIF/Economic Plans and Peak District distinctiveness	Cross cutting

Table B.7: Pipeline Intervention 7

B: Improving the Quality of Visitor Facilities and Accommodation	
Description	<p>Grant/loan scheme to support business investment in upgrading of visitor accommodation and attractions; this links with/complements Visit Peak District’s draft Visitor Economy Growth Plan, Aim (2) and any work that may take place on developing an accommodation strategy.</p> <p>It is proposed as a two stage scheme</p> <ul style="list-style-type: none"> <li>• Feasibility grant to support investigation into the potential for development and build the business case for this, where required</li> <li>• Grant/Loan for investment in improvements, to carry through the capital improvements</li> </ul> <p>It is envisaged that this scheme would be available for smaller as well as larger scale improvements and would look to develop accommodation and attractions which will help build the profile of the Peak District as a staying visitor destination as well as day visits.</p> <p>EXAMPLE: Buxton Spa and Crescent; development of project to increase the ‘product’ for International visitors both to encourage them to come and also build localised product to support this growth. Initial preparatory work has been undertaken but funding is required to complete the package of investment for the capital works.</p>
Fit with Strategy - LEP ESIF/Economic Plans and Peak District distinctiveness	<p><i>LEPS</i></p> <p>Investment in infrastructure to support business growth</p> <p>Growing private sector employment in niche and target sectors eg visitor economy (D2N2)</p> <p><i>Peak District</i></p> <p>Increasing productivity in below average sectors</p>

Table B.8: Pipeline Intervention 8

C: Using Apprenticeships: All for 1 & 1 for All Apprenticeship Programme and Apprenticeship + Programme	
Description	<p>Could be part of LEP wide schemes.</p> <p>All for 1 &amp; 1 for All:</p> <p>This enables a young person to work for two, three or four employers for a maximum of one day a week. The intervention will identify a number of employers who would be able to provide workplace experience suitable under the Apprenticeship banner. The intervention will address the costs which employers see as prohibitive in an innovative manner, the intervention will ensure the Apprentice has a consistent experience for similar companies</p> <p>Apprenticeship +</p> <p>Encouraging local businesses to take on apprentices. Businesses taking on their first apprentices will qualify for a grant (£1500-£4000) payable after 12 months to help subsidise the wage costs. Further incentives to the supply side through the provision of either (i) free travel passes for Apprentices and/or (ii) provision of energy efficient moped/scooter transport loans (“Wheels to Work” type scheme)</p>
Fit with Strategy - LEP ESIF/Economic Plans and Peak District distinctiveness	<p>Better Skills (Sheffield)</p> <p>Employment &amp; Skills (D2N2)</p>

Table B.9: Pipeline Intervention 9

C: GOFOR (Graduate Office for the Region)	
Description	<p>This intervention seeks to (i) provide employers in key sectors an opportunity to employ via work-placements, internships and first destination programmes new and recent graduates, as well as undergraduates, (ii) stimulate demand for graduate employees among local companies and employers. This would include offering Higher Apprenticeships – tying the intervention to activities elsewhere</p> <p>The service provides IAG for these graduates and also supports employers – it may be possible for example for more than one employer to share a graduate intern or work placement. The intervention may even provide some “HR” support to ensure a high quality experience for both employer and employed individual.</p> <p>The intervention could also (iii) work alongside key employers and the universities to find links between local companies and the Universities’ “Third Mission” offer – more specifically through schemes such as KTP (though ‘third mission’ also encompasses community and social development).</p> <p>Contribution to GVA is potentially significant – graduate employees are highly skilled and can be highly motivated, efficient employees. The KTP scheme can also yield significant benefits for individual companies – be that through new products being brought to market or efficiency/productivity gains through production process improvements (which would also meet green objectives).</p>
Fit with Strategy - LEP ESIF/Economic Plans and Peak District distinctiveness	<p>D2N2 – Challenges in Improving Workforce skills SCR – Meeting targets for highly skilled jobs</p>

Table B.10: Pipeline Intervention 10

C Pathways to Employment for Social Inclusion	
Description	<p>Utilising LEP skills and learning proposals to upskill and bring disengaged people into the workforce, to maximise people’s opportunity for working in the wider Peak District</p> <p>Focusing on groups who may be particularly excluded from the workforce</p> <p>Proposal:</p> <p>Linking the potential for work readiness training with areas of service requirements/potential for social enterprise development; for example environmental land management schemes; housing estate management (e.g. RSLs active in this area – working with tenants on estate management linked to skills and work ready training for example). This may have potential to target areas experiencing social exclusion or groups who find it more difficult to get into the workforce. Potential for a Peak District pilot?</p> <p>Note:</p> <p>Pockets of deprivation highlighted – this could provide a means of targeting schemes to support people in such areas e.g. through CLLD</p>
Fit with Strategy - LEP ESIF/Economic Plans and Peak District distinctiveness	<p><i>LEPs</i></p> <p>Making the best use of the labour force</p> <p>Promoting social inclusion</p> <p>Developing the skills base</p> <p>Ensuring a work ready population</p> <p><i>Peak District</i></p> <p>Supporting social inclusion initiatives</p> <p>Securing alternative models for service delivery</p> <p>Upskilling to support business growth</p>

Table B.11: Pipeline Intervention 11

D: Rural Enterprise Hub	
Description	<p>Proposal for a facility fo approx. 4-5000 sq ft of flexibly configured smaller office/clean workshop &amp; studio space with provision for hot desking, ad hoc business meetings and seminars, virtual tenancies (including mailbox) and some social space – including events for freelance, self-employed etc to network. A further 5000 sq ft space should be set aside for an anchor tenant (which may or may not be “public” sector, pre-school childcare, café/restaurant facility, may be other options)</p>
Fit with Strategy - LEP ESIF/Economic Plans and Peak District distinctiveness	<p>Investment in infrastructure for Economic Growth</p>



Table B.12: Pipeline Intervention 12

D: Peak Pop Ups	
Description	<p>Proposal:</p> <p>Enabling opportunities for temporary outlets for market testing products (targeting the creative sector but also other sectors such as food and drink who could benefit from market testing products) through 'Pop Up' use of empty commercial premises in market towns and villages; through</p> <ul style="list-style-type: none"> <li>• Small scale capital investment to enable businesses to use a pop up opportunity e.g. exhibition equipment</li> <li>• Facilitating arrangements for pop ups</li> <li>• Providing business support to participating business to ensure marketing is part of a planned business development approach</li> </ul> <p>Offers opportunities for linking with 'Meet the Buyer' type events to support small businesses in developing market opportunities</p> <p>Example: A butchers in the Peak District went from a farmers market stall on a Sunday once a month to an outdoor pop up on a Saturday to taking an empty unit on a weekly rent and opening Thursday, Friday and Saturday to a fully refitted shop employing 3 full time staff and 2 part time staff in just over a year.</p>
Fit with Strategy - LEP ESIF/Economic Plans and Peak District distinctiveness	<p><i>LEPs</i></p> <p>SME Competitiveness: Sector growth New business start up Contribution to developing a low carbon economy Contribution to sustainable economic development</p> <p><i>Peak District</i></p> <p>Recognition of microbusiness base Promoting the Peak District brand and EQM Supporting the visitor economy and creative industries sector Supporting new business start ups</p>

Table B.13: Pipeline Intervention 13

D: Rural Business Neighbourhoods	
Description	<p>This intervention identifies redundant/disused buildings, and produces ‘development maps’ bringing together disparate development opportunities into a neighbourhood level coherent whole.</p> <p>Through detailed site appraisal and surveying identify how these disparate sites could be refurbished/furbished into a ‘virtual’ (in the ‘old fashioned sense’) business park each with a clear identity.</p> <p>The idea is there would be no new business parks per se (at least under this initiative) but rather clusters of sites and opportunities which are then marketed, improved and linked with their own identity, business support structure and inward investment marketing ‘flags’. How these sites and opportunities are developed may be based on local labour markets, existing and potential levels of connectivity, and key employers who have a base within that geographic cluster.</p> <p>This avoids the environmental and community concerns arising from ‘development land’ – opportunities to bring redundant and derelict land back into use, perhaps using a fairly standard tool such as a Redundant Land Grant.</p> <p>Above all it streamlines business support offers, provides a marketing wrapper and is complementary to those sites which have already been agreed and earmarked as ‘development opportunities’. Site owners have clear benefits – in bringing buildings back into use under the ‘Virtual Park’ banner, they receive assistance in the occupation and retention of their sites.</p>
Fit with Strategy - LEP ESIF/Economic Plans and Peak District distinctiveness	<p>This intervention tries to preserve the character of the Peak District through the use of existing buildings ‘scattered’ (to varying degrees) across small localities – the ‘business parks’ is a marketing construct not physical construction.</p> <p>Otherwise it can be thought of as a “sites and premises” initiative, fitting within infrastructure objectives of LEPs.</p>